AN EVALUATION OF STAFF MOTIVATION: A CASE STUDY OF KENYA ELECTRICITY GENERATING COMPANY LIMITED

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September, 2005
DECLARATION

I declare that this is my original work and that it has not been presented for a degree in any other university.

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Signature ........................................ Date ..........................

This research project has been submitted for examination with my approval as university supervisor.

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Signature ........................................ Date ..........................

This research project has been submitted for examination with my approval as the Chairman, Business Administration Department

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Signature ........................................ Date ..........................
DEDICATION

I dedicate this work to my husband Munaweza Muleji whose support and encouragement has been invaluable.
ACKNOWLEDGEMENTS

This work owes a lot to the input of others, most importantly my supervisor Mr. Paul Sang for his guidance, encouragement and patience. I am also grateful to my colleagues at Kenya Electricity Generating Company Limited, for their cooperation and support.
DEFINITION OF TERMS

Bottom line - The absolute net (financial); the final line of a financial or income statement; the most important point of a summary.

Job enrichment - The process of improving work processes and environments so that they are more satisfying for employees.

Job redesign - Job redesign includes any changes in working conditions that improve the employee's ability to do the job (e.g., working hours, tasks responsible for, work-at-home options).

Job satisfaction - A term used to describe how content an individual is with one's job.

Maslow's hierarchy of needs - This is a theory in psychology proposed by Abraham Maslow in his 1943 paper. A theory of Human motivation later extended. He formulated a hierarchy of human needs and his theory contends that as basic needs are met, humans desire higher needs.

Medical excess - The amount of annual medical expenditure over and above the upper limit set for the cost per family of in-patient, out-patient, pharmaceutical and other medical expenses.

Presenteeism - Workers who remain on the job but who are not as productive as usual due to stress, depression, injury and illness.

Quality of work life - A comprehensive, department-wide program designed to enhance service to customers/the public by improving employee satisfaction, strengthening workplace learning and helping employees better manage change and transition.

LIST OF ABBREVIATIONS

CIPD - Chartered Institute of Personnel and Development

HRM - Human Resource Management

KenGen - Kenya Electricity Generating Company Limited

QWL - Quality of work life
Linking elements concept on organizational performance

Annual leave days

Staff grievances

Employee perception of their work load

Causes of staff turnover

Causes of de-motivation

Recommendations on how staff motivation can be improved

Employee perception on staff motivation

Rate of absence

Frequency of strikes

Causes of strikes

Hours of work

Rate of voluntary extra hours of work

Staff medical scheme
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ABSTRACT

Motivation involves getting people to do something because they want to do it (Koontz, 1998). Money is commonly used as a means of rewarding employees for their input in the organization but monetary compensation can only be meaningful as a motivator if it appears to reward accomplishment. On the other hand encouraging participation of staff in decision-making in addition to improving the general work environment are effective ways of motivating the workforce towards improved performance.

This study sought to evaluate staff motivation at Kenya Electricity Generating Company limited (KenGen). The study assessed employee satisfaction and determined staff views concerning their work environment. The study covered issues affecting staff motivation as well as possible HRM interventions that could be used to tackle the problems that contribute to staff de-motivation at work.

It is hoped that the findings of the study will add to the pool of knowledge on staff motivation and that the information compiled can be used to develop more encompassing systems of staff motivation in both the public and private sectors of Kenya’s economy. The target population for this study was KenGen employees. The researcher adopted the census method in carrying out the case study with the use of the questionnaire as the data collection instrument.

The data collected was subjected to statistical analysis and the findings arrived at were used to draw conclusions and to make recommendations. Based on the findings of the study, it is apparent that a significant number of KenGen employees are de-motivated and a range of remedial measures are required to effectively address the problem.
CHAPTER ONE
INTRODUCTION

1.1 Background

On an income statement, business analysts regard profit as the bottom line. This end however can only be achieved through the productivity of the people employed by a company (Noone, 2000). Employee productivity is affected by a number of factors chief among them being motivation. Employers can use motivation at the workplace to inspire people to work both individually and in groups so as to produce best results for the organization in the most efficient and effective manner. Motivation refers to the drive and effort to satisfy a want or a goal (Koontz, 1998). It is this power of acknowledgement that brings enthusiasm to worthwhile work. In the absence of these elements at the work environment, employees cannot exert themselves to improve their performance thus inhibiting productivity.

1.1.1 Factors that affect Motivation

Managers often think that monetary incentives are the best way to motivate employees, however, more often that not, non-monetary incentives are best (Eglass, 1999). A study by Kenneth Kovach of George Mason University concluded that incentives can be both monetary and non-monetary. Pay incentives might be more appealing to the young while professional development opportunities interest mid career employees. For long-term employees, being part of policy and strategic planning might be more interesting.

Employee performance is considered to be a function of ability and motivation (Milkovich et al, 2000). While ability depends on education, experience and training, motivation can be improved quickly through well planned strategies such as adequate monetary compensation, employee participation in decision making as well as implementing Quality of Work Life (QWL) programmes.
The aim of Quality of Work life (QWL) is to find ways of enhancing dignity, attractiveness and productivity of jobs through job enrichment and job redesign. QWL is a means of improving work conditions, productivity and minimizing labour disputes. In a QWL programme, participants must constantly find answers to the question 'What would make the job more interesting?'. Motivation for better production depends on job satisfaction, achievement, recognition and progressional growth (Bessel et al, 2000).

QWL is a term used to describe a number of techniques currently being used to reshape the workplace. The techniques are aimed at improving employee satisfaction, strengthening workplace learning and ensuring better management of ongoing change and transition. In addition to improving communication between management and employees, a QWL programme would strengthen family based policies such as medical cover and flexible working hours in addition to improving supervision and effectiveness of management policies and practice.

Another factor that usually affects staff motivation is the attitude of the supervisor. A manager or supervisor whose attitude is cheerful and upbeat tends to have a team that is enthusiastic and positive towards tasks and therefore is more likely to achieve productivity targets for the group and ultimately the organization.

Employee motivation is critical to overall performance and productivity of an organization. Equity theory of motivation states in part that employees' own assessment of whether they are being fairly treated or not, is a major factor influencing motivation (Benett, 1997). Effective managers are those that constantly seek better ways of making the work environment conducive and attractive to work in. Monetary compensation is usually used to attract and hold employees. It can only be meaningful as a motivator if it appears to reward accomplishment.
Employees feel recognized when allowed to participate in decision making and when their views are sought with regard to problems at their work stations.

1.1.2 Employee Needs

Career status of employees will vary with time. Employees nearing the end of careers might appreciate being given mentoring responsibilities or more control over their work environment. Mid career employees may appreciate flexible scheduling options and professional development opportunities, whereas newly employed staff might need immediate praise to boost their confidence. (Eglass, 1999)

Motivation can be properly or improperly achieved and can either hinder or improve productivity. Management must first understand that it is dealing with people not machines and that motivation involves getting people to do something because they want to do it. This cannot be achieved without knowing what is important to the employees. Motivating individual employees is further complicated by the fact that individuals come from varied backgrounds with different perceptions and expectations. These different individuals will be motivated differently. This complexity of motivation requires a contingency approach that takes into account environmental factors including organizational climate (Koontz, 1998).
1.2 Statement of the Problem

Kenya Electricity Generating Company Limited (KenGen) is a public company in the energy sector that came into being in September 1997 after being split from Kenya Power & Lighting Company Limited. The mission statement of the Human Resources Department at KenGen states as follows: ‘To acquire and retain a skilled and highly motivated human resource through competitive remuneration, relevant training and Development programmes to ensure optimum performance.’ Although KenGen continues to record profits, there are a number of internal factors that are of concern to the researcher.

The company has had cases of strikes by union represented staff. The reasons for the strikes were related to salaries as well as general working conditions for this cadre of staff. Since 1997 a number of experienced professionals have resigned. Those who left the company were all non-technical staff in middle management level. Training of employees is carried out annually but there appears to be a bias in favour of technical staff particularly engineers. Non-technical staff wishing to pursue further education can only do so at their own expense. An evaluation of the levels of staff motivation in the company may help to explain this negative trend.

The staff medical scheme at KenGen tends towards a curative as opposed to a disease prevention approach. This makes it very expensive to maintain as the cost of medical care continues to rise annually. Consequently, the employer passes on the extra cost to employees whose medical cover for both inpatient and outpatient cover is limited. This trend has continued for the last eight years and has become a growing financial burden to employees.

This study sought to establish whether or not KenGen staff are well motivated and to identify possible measures that could be taken to improve levels of staff motivation in the company.
1.3 Objectives of the Study

The objective of the study was to evaluate staff motivation at Kenya Electricity Generating Company Limited (KenGen) with a view to identifying possible measures that could be taken to raise staff motivation and to increase overall organizational productivity.

1.3.1 Specific Objectives

The researcher

1. Assessed employee satisfaction with regard to their remuneration.

2. Determined the staff views concerning their work environment with particular emphasis on communication, human resource policies and performance.

3. Determined the prevalent ways in which KenGen staff express their demotivation.

4. Made policy recommendations for KenGen with regard to staff motivation.
1.4 Research Questions

The researcher based her questionnaire design and data gathering on the following four questions:

1. What are the grievances about remuneration at KenGen?

2. Are employees at KenGen satisfied with their work environment?

3. How do KenGen employees express de-motivation.

4. Based on the findings of the study, what recommendations can be made to KenGen to enable the company improve staff motivation.
1.5 Significance of the Study

To the Organization (KenGen)

It is hoped that the findings of the study will help the organization to improve productivity of staff by raising levels of individual performance through motivation. The company should also be able to retain valued staff as well as reduce the related costs incurred in replacing such employees.

The linking concepts model (Figure 1) on organizational performance captures the benefits that will accrue to the organization. According to this concept, organizational performance rises with increasing alignment between the organization's controls, competencies and quality of work life and the individual's attitudes, skills and needs.

Figure The Linking Elements Concept on Organizational Performance
The findings of the study should help KenGen to align even more closely the quality of corporate work life with the individuals’ needs and should lead to improved organizational performance (The Encyclopedia of Management, 3rd Edition: 623). The findings will help employees at KenGen to appreciate the role that motivation plays in their individual performance and that of the company.

To Other Organizations

Other organizations especially Kenyan organizations could also benefit from the findings because of the similar internal environments that affect operations in the majority of organizations in the country.

To Government

KenGen is fully government owned and therefore improved productivity means increased revenue for government as well as reduced inflation. The findings of the study should be of interest to those charged with the responsibility of ensuring that government corporations are profitable.

To the General Public

The study has generated information on effective staff motivation. The findings have also added to the stock of options of making improving organizations’ productivity through staff motivation.

To Researchers

The findings of the study have hopefully provided useful information and statistical data on practical and effective ways of staff motivation. The study has also provided opportunity for further research into the area of staff motivation.
1.6 Scope of Study

This study limited itself to the evaluation of staff motivation at KenGen. The study analysed levels of staff motivation in terms of remuneration, Quality of Work Life, employee participation in decision making, communication channels as well as opportunities for creativity and innovativeness.

The study also sought to determine the effectiveness of KenGen's HRM plans, policies, procedures and practices in as far as they curb or arouse motivation of staff in the company.

1.7 Limitations of the study

In the course of the study, the researcher encountered the following problems:

**Time:** The amount of time available to carry out the research was a serious challenge. The researcher is an employee in a busy office and her work involves constant traveling to the KenGen power stations around the country.

**Financial Cost:** Finances are of essence in the carrying out of any given study and this project was no exception. Money was required for stationery, for printing and photocopying of questionnaires, report compilation and other contingencies. This is in addition to the fact that the researcher is a self sponsored student.

**Attitude of Respondents:** A number of management employees were too busy to give responses while others did not bother to respond at all, perhaps because they did not see any personal gain from participating in the exercise. Many of the union staff shied away from filling out the questionnaire perhaps because of suspicion.
CHAPTER TWO  
LITERATURE REVIEW

2.1 Introduction

A healthy organization is one that successfully balances the needs of individuals with those of the organization as a whole (Noone, 2000). When an individual worker feels valued and when the employer invests in his well being, not only is one’s loyalty to the business enhanced but commitment and desire to be more productive is also increased. Increase in morale and loyalty may not result in commensurate or indeed in any increase in productivity but undue anxiety can result in reduced effectiveness at work (Armstrong, 1999).

People spend the better part of their day and their lives at their jobs. As a result they tend to be valued and identified by their work. Job dissatisfaction results when a worker’s job is not meaningful to him and his family. If left unchecked job dissatisfaction leads to anxiety which in turn can affects an employee’s effectiveness at work. Employers have a lot to gain in terms of improved productivity when they support an environment that fosters balanced lifestyles for employees.

Managers are also leaders and as such must effectively influence the people under them to do their very best in contributing towards group and organizational goals (Koontz, 1998). An effective leader will no doubt look out for any indications of low morale in his or her team. This is a continuous process that assists in identifying problems early enough so that they can be addressed. Signs of low staff morale are proof that motivation among staff is low. If the issues identified are effectively addressed then there will be immediate bottom line benefits to an organization. Indicators of low morale include industrial disputes, high labour turnover, absenteeism and presenteeism.
2.2 Industrial Disputes

There are different types of disputes in this category for example, those relating to award negotiations such as remuneration (wages, allowances and entitlements). Others may be the result of poor working conditions (hours of work, leave, benefits, unsafe or uncomfortable work environment). Threats to job security such as retrenchment of employees, downsizing, restructuring, use of contractor or out-sourcing can also lead to industrial disputes.

Industrial disputes can also be the result of managerial policies like disciplinary matters, suspensions, discrimination, principals of promotions, filling of posts, decisions that impact upon employees’ family issues as well as general work practices (Baker, 2004). No matter what the underlying cause of a labour dispute is, it is an indicator of unresolved issues and has the potential of developing into a strike or work stoppage.

2.2.1 Ways of Avoiding Strikes

An industrial dispute may be defined as a state of disagreement over an issue or group of issues between an employer and its employees which results in employees ceasing work. Industrial disputes comprise strikes which are a withdrawal of work by a group of employees; and lockouts which are a refusal by an employer or group of employees to permit some or all of their employees to work (Baker, 2004).

 Strikes can be avoided if employers are willing to maintain an open dialogue with their workers especially with regard to the collective bargaining agreements. In addition workers need to be convinced that their remuneration package is commensurate with the profitability levels of the company. A highly profitable business should be able to pay competitive wages as well as extend adequate benefits and allowances to the workforce.
Staff members should not be denied access to promotion and an opportunity to improve their skills (Baker, 2004). The secret to harmonious labour relations record is in fostering a good working relationship with worker representatives and resolving workplace problems as they occur.

2.3 Labour Turnover

This refers to the movement of employees in and out of a business. The term is commonly used to refer only to 'wastage' or the number of employees leaving. High labour turnover causes problems for business. It is costly and it lowers productivity and morale. It also tends to get worse if not dealt with. Recent research has shown that push factors are more significant than most managers appreciate. It is relatively rare for people to leave jobs in which they are happy even when offered high pay elsewhere (Chartered Institute of Personnel and Development, 2004). Whatever the cause of dissatisfaction, it is clear that if nothing is done to address the issue, the affected employee will leave at the earliest opportunity.

2.3.1 Causes of Labour Turnover

Some of the common causes of labour turnover include; inadequate wage levels that cause workers to move to competitors, poor morale and low levels of motivation within the workforce and in some cases recruiting and selecting the wrong employees in the first place while leaving more suitable employees. It is important to understand that the reasons people give for their resignations are frequently untrue or only partially true.

The exit interviews are widespread yet they are notoriously unreliable particularly when conducted by someone who may later be asked to write a reference for the departing employee.
Those resigning tend to give less contentious reasons for their departure (Chartered Institute of Personnel and Development, 2004). Recent research by Chartered Institute of Personnel Development (CIPD) highlights the importance of front line managers and how their behaviour relates directly the levels of commitment, motivation and satisfaction reported by employees.

A poor relationship with a line manager can be reason enough for an employee to leave an organization. Another significant reason for voluntary turnover in an organization is a lack of training and development opportunities. In the CIPD survey 44% of respondents cited 'promotion outside the organization' as the main cause of labour turnover. 40% highlighted 'change of career' and 37% 'lack of career development opportunities'. Improving retention rates of employees can only be achieved by addressing the causes of labour turnover. It will involve a process of motivating employees by making their jobs meaningful and their time at work worthwhile.

High labour turnover is costly to employers and works against their goals of improved individual performance and overall business profitability. The major categories of costs related to labour turnover include administration of the resignation, recruitment costs, selection costs, induction and training costs for new employees as well as the time taken for the new recruits to settle into business and adopt the firm's culture (Chartered Institute of Personnel and Development, 2004). Labour turnover is not only an indicator of low morale but of loss as well and a reduction in overall productivity.

2.3.2 Ways of improving Labour Retention

There are various ways through which employee retention can be improved. Individual employees will have varying needs at different stages of their employment.
It is the responsibility of the supervisor to identify these needs and to respond effectively with the appropriate intervention aimed at helping the employee achieve a balance between their personal situation and the demands of the job. Employers need to introduce a variety of initiatives to improve internal career opportunities, to support work-life balance and to create attractive and an interesting working environment. Employers should also avoid dashing expectations by giving realistic job previews at the recruitment stage.

Most employees who complain of boredom and dissatisfaction in their jobs are probably over qualified for the posts given and therefore unsuitable. Line managers need to be trained in effective supervision and in addition be made accountable for staff turnover in their teams. This should make them more responsible and proactive in addressing issues affecting staff motivation (Chartered Institute of Personnel and Development, 2004). There is need to maximize opportunities for individual employees so as to enable them develop their skills and move on in their careers. Where promotions are not feasible, supervisors should look for sideways moves that vary experiences and make work more interesting.

Effective and constant communication is critical in human relationships. Managers and supervisors need to ensure that wherever possible employees have a ‘voice’ through consultative bodies, regular appraisals, attitude surveys and grievance resolution processes. This will give those dissatisfied an opportunity to sort out problems before resigning. Where such opportunities lack, resignation becomes the only option. Perceptions of unfairness from management are a major cause of voluntary resignations especially perceived unfairness in the distribution of rewards (Chartered Institute of Personnel and Development, 2004).
Job security and job stability are greatly valued by most employees. The workforce will therefore require as much as possible to be assured of security and stability in their jobs.

Managers also need to help employees avoid the culture of 'presenteeism' where people feel obliged to work longer hours than necessary simply to impress management. Instead evaluation of individual commitment should be based on results achieved and not on hours put in. Absenteeism is very much related to labour turnover in the sense that it is always a symptom of other problems.

2.4 Absenteeism

Absenteeism is referred to as failure of employees to report for work when they are scheduled to work (Armstrong, 1999). The costs of absenteeism whether direct or indirect cannot be ignored. There is lost production as the worker is unable to catch up with the work-load that was missed. It may be necessary to offer extra overtime in order to complete an order on time thus lowering overall profits. Staff morale and employee service may suffer as a result.

2.4.1 Causes of Absenteeism

Absenteeism can be disruptive and costly. It is necessary for employers to identify the causes of absenteeism and to address them with a view to controlling the cost of absenteeism and increasing morale and productivity of staff. Causes of absenteeism may include serious accidents and illness, low morale, poor working conditions, boredom on the job, lack of job satisfaction, inadequate leadership and poor supervision, personal problems for example financial, marital, substance abuse, child care, poor physical fitness, poor nutrition, transport problems and stress (Armstrong, 1999). All these problems lead to reduced worker effectiveness and addressing them is a major step in the direction of boosting worker morale and overall productivity.
2.4.2 Ways of controlling Absenteeism

If absenteeism is to be controlled, the physical and emotional needs of employees must be effectively addressed. In a 1985 study on 'Rates of Absence Among Nurses' it was found that 50% of absenteeism could be controlled through attending to employees physical and emotional needs (Chartered Institute of Personnel and Development, 2004). This very much in line with Herzberg's two factor theory of motivation, in which he underscores the important role played by both hygiene factors and motivators. When the two sets of factors are present in the work environment then staff morale and motivation are raised.

When a firm has high levels of absenteeism, it will look to the HRM department for remedies such as job enrichment initiatives aimed at making work satisfying and challenging enough for workers. Appreciating and recognizing the initiative and accomplishment of staff usually makes them feel more valued and well as increasing heir commitment to the job.

The introduction of flexible working hours where possible especially for young mothers enables them to attend to important family demands. Likewise improving family based benefits such as leave allowance and medical cover not only takes care of employees needs but also raises worker morale. People will therefore not need to be absent with the slightest or feigned excuses. They can then be present at work and be productive as expected.

It is however possible for workers to be present at their jobs and yet fail to perform their duties effectively. This phenomenon is referred to as 'presenteeism' where people are present at their work stations but performing below expectation due to health related issues caused by illness, substance abuse or stress.
2.5 **Presenteeism**

This term was coined by Cary Cooper, a professor of organizational psychology and health at Manchester University. According to Cooper, 'presenteeism' is another dangerous symptom of the explosive degree of pressure in the workplace. Presenteeism is not about pretending to be ill to avoid working or slaking on the job but rather is about productivity loss due to real health problems such as allergies, asthma, chronic back pain, migraines, arthritis and depression.

Generally people suffering from these conditions will come to work but their condition will materially reduce their productivity (Stelzner, 2005). Presenteeism exists because people fear the consequences of chronic absenteeism for example retirement on medical grounds. People are thus forced to work when they are genuinely sick. This is an issue that requires addressing effectively so as to avoid pushing up levels of low productivity amongst workers.

### 2.5.1 Ways of Reducing Presenteeism

There is a need for businesses to put in place a proactive employee risk management strategy which focuses on creating a positive environment that cultivates a happy healthy and motivated staff (Ablett, 2005).

In many developed countries, have already introduced positive health and well-being that includes pre-employment screening and advice, health awareness training, health checks and health promotions for employees and low cost access to fitness facilities. This empowers employees to take responsibility for their own well being. Proper nutrition and lifestyle change for example has been known to reduce such illnesses and their associated costs to employers and employees.
2.6 Conclusion

People really are the greatest asset in most businesses and nurturing them is at the heart of commercial success (Ablett, 2005). Incidences of labour disputes, high staff turnover, absenteeism as well as presenteeism are clear indicators of serious problems that directly affect staff motivation and therefore their ability to perform effectively at their jobs. If not addressed on time these issues tend to reduce performance levels as well as lower employee commitment and morale.

Employers need to promote a sense of working smarter and healthier rather than harder and faster. By creating a positive health culture, businesses stand to gain from healthy and motivated workforce that in turn will eliminate labour disputes, slow down labour turnover, reduce both absenteeism and presenteeism and improve overall business performance.
CHAPTER THREE
METHODOLOGY

3.1 Study Design

The study’s objective was to evaluate staff motivation at KenGen. Data was collected by use of questionnaires. A census covering all the staff based at the company’s head office was carried out.

A case study approach was taken so that a detailed picture of staff motivation could be considered. The case study clearly demonstrates the benefits of any modification intended to align status quo to best practice.

A single case study is a good way of testing a well formulated theory (Riley et al, 2000). Therefore the use of a case study design for this research was appropriate.
3.2 Target population

KenGen was selected because the researcher currently works there and therefore has an interest in the performance of the company.

The researcher targeted all staff based at the head office in Nairobi. The head office has employees representing all the departments and stations throughout the country and Nairobi accounts for 240 out of entire KenGen staff population of 1500 employees (KenGen monthly report, May 2005). At 16% of the target population, it this makes an adequate sample for the study (Mugenda, 2004).

3.3 Sampling Frame

KenGen’s workforce is distributed across six major power stations. 235 of these employees are based at KenGen’s head office in Nairobi.

3.4 Data Collection Procedure

Questionnaires were used to measure employee opinions and perceptions regarding motivation. There was a pre-test questionnaire on 10% of the sample population. The pretest responses were excluded in the sample for the main study. The responses to the pilot were reviewed and the questionnaire finalized and coded. Structured questions were selected because they offer quicker and more economical data evaluation process (Garfield, 1999).

Structured questions were used in Garfield's research examining the role of assessment in research on teaching and learning statistics. They also enable data to be collected from a large number of respondents.
The questionnaires were then distributed to individual employees at the head office. To avoid socially desirable answers, respondents were anonymous and did not write their names nor insert any other identifying marks on the questionnaire.

The Likert scale was used in generating the attitude survey in the questionnaires. A research on the role of assessment in teaching and learning statistics effectively carried out using the Likert scale to measure attitudes and anxiety (Garfield, 1999). The format used a five point scale. The Likert scale recognizes that attitudes are not held independently within a person but it nonetheless helps the researcher to isolate the attitude relevant to the study (Riley et al, 2000).

3.5 Data Analysis

Data analysis involved drawing patterns for generalization purposes. The analyses were aimed at obtaining figures and percentages indicating specific responses and recommendations by employees under the existing motivation environment.

To complement the empirical findings, there was also secondary data analysis, that is, analysis of existing data (both quantitative and qualitative), that presents interpretations, conclusions or knowledge that falls within the scope of this study (Riley et al, 2000). This process enabled the researcher to logically analyse the collected data and to draw reliable conclusions from the study as well as make recommendations.
CHAPTER FOUR
DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter presents an analysis of the data collected and the findings of the study on staff motivation at KenGen. The data was entered into tally sheets and then tabulated. The tables were converted into percentages using excel spreadsheet. The information was displayed in graphical format for ease of comprehension and comparison.

4.2 Overview of Data Collected

Out of the 235 questionnaires that were distributed, 89 were returned. This response rate of 38% is significant enough to provide a basis for valid and reliable conclusions on the evaluation of staff motivation at KenGen. The senior cadre staff were reluctant to fill the questionnaire since it was generated by their junior while the lower cadres felt threatened and perceived the questionnaire as a test of written English comprehension.

4.3 Rate of Absence

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<td>VALID PERCENTAGE</td>
<td>64%</td>
<td>30%</td>
<td>2%</td>
<td>1%</td>
<td>2%</td>
<td></td>
</tr>
<tr>
<td>CUMULATIVE FREQUENCY</td>
<td>64%</td>
<td>94%</td>
<td>97%</td>
<td>98%</td>
<td>100%</td>
<td></td>
</tr>
</tbody>
</table>

Figure 4.3: Rate of Absence from Post
Most of the respondents (64%) were not absent from their posts without leave, illustrating that many staff members are willing to comply with the rules. A small minority (1%) flout the rules by up to 5 to 6 days in excess of leave days limits. This is probably because they fell ‘protected’ and have developed a sense of impunity.

4.4 Annual Leave Days

![Annual leave days](image)

Figure 4.4: Annual leave days

A majority of the respondents (64%) felt that the number of leave days is not enough. Bearing in mind that there is widespread dissatisfaction with remuneration, this indicates that many of KenGen employees have alternative sources of income that they attend to during leave days.

A small number (1%) want the leave days reduced, probably because they would like to be relieved from what they perceive as work overload.
4.5 Strikes & Industrial Action

4.5.1 Frequency of Strikes

<table>
<thead>
<tr>
<th>RESPONSES</th>
<th>NIL</th>
<th>1-2</th>
<th>3-4</th>
<th>MORE THAN 5</th>
<th>INVALID</th>
</tr>
</thead>
<tbody>
<tr>
<td>FREQUENCY</td>
<td>15</td>
<td>65</td>
<td>7</td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>CUMULATIVE FREQUENCY</td>
<td>15</td>
<td>80</td>
<td>87</td>
<td>87</td>
<td>89</td>
</tr>
<tr>
<td>VALID PERCENTAGE</td>
<td>17%</td>
<td>75%</td>
<td>8%</td>
<td>0%</td>
<td></td>
</tr>
<tr>
<td>CUMULATIVE FREQUENCY</td>
<td>17%</td>
<td>92%</td>
<td>100%</td>
<td>100%</td>
<td></td>
</tr>
</tbody>
</table>

Figure 4.5.1: Frequency of Strikes

A very large majority of the respondents (83%) had witnessed one or more strikes during their time of employment in KenGen. Only 17% have not witnessed any strikes during the period of their employment. This suggests that strikes are not unusual in the company.

4.5.2 Causes of Strikes

<table>
<thead>
<tr>
<th>RANK</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>UNFULFILLED PROMISES</td>
<td>63%</td>
<td>19%</td>
<td>10%</td>
<td>5%</td>
<td>3%</td>
</tr>
<tr>
<td>NEW DEMANDS</td>
<td>14%</td>
<td>27%</td>
<td>23%</td>
<td>22%</td>
<td>14%</td>
</tr>
<tr>
<td>REFUSAL OF MANAGEMENT TO NEGOTIATE</td>
<td>36%</td>
<td>29%</td>
<td>16%</td>
<td>7%</td>
<td>12%</td>
</tr>
<tr>
<td>FAILURE OF NEGOTIATIONS</td>
<td>33%</td>
<td>23%</td>
<td>21%</td>
<td>16%</td>
<td>7%</td>
</tr>
</tbody>
</table>

Figure 4.5.2: Causes of Strikes

The respondents ranked unfulfilled promises as the leading reason (63%). They ranked refusal of management to negotiate (29%), followed by new demands (23%). They also ranked failure of negotiations as the least cause.
The respondents ranked grievances on salary, allowances and benefits as the leading cause (81%). They ranked supervisor’s attitude next (25%), then protective clothing and safety at (22%). Unwelcome change was ranked the fourth cause by 30% of the respondents. 55% of the respondents ranked unchallenging work as the least cause.

Staff grievances at KenGen revolve around salary, allowances and benefits. This indicates that remunerations that may be way below market rates. It is also a reflection of worker perception of their remuneration in a national economic context of high inflation.

Working conditions are a matter of concern particularly the interpersonal relations with supervisors. This indicates poor supervisory skills and the lack of a staff empowering culture at KenGen.
4.7 Additional work for personal benefit

The responses indicate that only 36% of the staff never take on additional work outside their delegated duties for personal benefit. Another 20% do take on such additional work but only rarely. It follows that a substantial fraction (44%) of respondents take on additional work outside delegated duties for their personal gain.

This is a worrying situation and will negatively affect the efficiency and performance of KenGen in general. It creates room for rampant 'loafing' at work or even outright corruption.

4.8 Hours at Work

A significant number of respondents (33%) leave duty for the day either before or exactly on time at 5.00 pm. Only 15% leave duty over 30 minutes after 5 pm. This is a clear pointer to widespread de-motivation with staff 'watching the clock' and unwilling to take on tasks that may keep them at the office too long beyond 5 pm.

<table>
<thead>
<tr>
<th></th>
<th>FREQUENCY</th>
<th>CUMULATIVE FREQUENCY</th>
<th>PERCENTAGE</th>
<th>CUMULATIVE PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>MORE THAN 30 MINUTES IN ADVANCE</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>BETWEEN 4 PM AND 5 PM</td>
<td>5</td>
<td>5</td>
<td>6%</td>
<td>6%</td>
</tr>
<tr>
<td>ON TIME</td>
<td>24</td>
<td>29</td>
<td>27%</td>
<td>33%</td>
</tr>
<tr>
<td>BETWEEN 5PM AND 5.30 PM</td>
<td>47</td>
<td>76</td>
<td>53%</td>
<td>85%</td>
</tr>
<tr>
<td>OVER 30 MINUTES</td>
<td>13</td>
<td>89</td>
<td>15%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Figure 4.8: Hours at Work
4.9 Voluntary extra hours at work

An overwhelming majority of respondents (94%) voluntarily put in extra hours to do their job. This is a curious mix of staff who are under-remunerated yet willing to put in extra hours. It reflects the need to ensure that they maintain their jobs even though they are dissatisfied with the terms and conditions of work.

<table>
<thead>
<tr>
<th>FREQUENCY</th>
<th>CUMULATIVE FREQUENCY</th>
<th>PERCENTAGE</th>
<th>CUMULATIVE PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>84</td>
<td>84</td>
<td>94%</td>
</tr>
<tr>
<td>NO</td>
<td>5</td>
<td>89</td>
<td>6%</td>
</tr>
</tbody>
</table>

**Figure 4.9: Rate of Voluntary Extra Hours at Work**

4.10 Work Load

A significant number of the respondents (37%) feel that the work allocated to them is too much compared to other employees. Only 1% feel that it is too little. This reflects poor work distribution and allocation.

**Do you feel the work assigned to you is too much compared to other employees?**

- 60% Too much
- 20% Much
- 17% Just enough
- 1% Little
- 1% Too little

**Figure 4.10: Employee Perception of Their Work Load**
4.11 Medical Cover

A majority (76%) of the respondents think that the medical cover provided by the company is less than adequate or too little. Only 1% think that the cover is more than adequate. A likely reason for this is that the scheme limits have been static for too long or set at too low a level taking into account prevailing market conditions.

<table>
<thead>
<tr>
<th></th>
<th>FREQUENCY</th>
<th>CUMULATIVE FREQUENCY</th>
<th>PERCENTAGE</th>
<th>CUMULATIVE PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOO LITTLE</td>
<td>17</td>
<td>17</td>
<td>20%</td>
<td>20%</td>
</tr>
<tr>
<td>LESS THAN ADEQUATE</td>
<td>48</td>
<td>65</td>
<td>56%</td>
<td>76%</td>
</tr>
<tr>
<td>ADEQUATE</td>
<td>19</td>
<td>84</td>
<td>22%</td>
<td>99%</td>
</tr>
<tr>
<td>MORE THAN ADEQUATE</td>
<td>1</td>
<td>85</td>
<td>1%</td>
<td>100%</td>
</tr>
<tr>
<td>TOO MUCH</td>
<td>0</td>
<td>85</td>
<td>0%</td>
<td>100%</td>
</tr>
<tr>
<td>INVALID</td>
<td>4</td>
<td>89</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Figure 4.11: Staff Medical Scheme

4.12 Staff Turnover

A majority of the respondents (74%) cite better pay as the leading cause of staff turnover. They ranked career progression as the next cause (30%), followed by better working conditions (32%). The respondents clearly placed job security as the least reason (49%).

These findings confirm that the unresolved issues related to low remuneration are far reaching in their impact to KenGen. This impact extends to staff turnover. Lack of clear paths of career progression is also another cause leading to loss of staff.
4.13 Causes of De-motivation

Lack of career progression is a leading problem (69%), then little or no work for staff (68%) followed by recovery of medical excess (67%) and favouritism (67%). Lack of safety at work is perceived as the least problem at 13%.

The findings indicate that there is no fair and effective human resources development plan in place. There are also strong indications of over-employment and poor work allocation. There are clear indications of 'cronyism' and lack of fairness in the treatment of staff. This may be a factor related to the status of KenGen as a parastatal in the highly profitable and strategic energy sector. KenGen has apparently taken adequate workplace safety precautions and thus safety at work is not considered a problem.
### Figure 4.13: Causes of Demotivation

<table>
<thead>
<tr>
<th>Perceived problems</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Too little or no work for staff</td>
<td>80%</td>
</tr>
<tr>
<td>Dysfunctional relationships</td>
<td>60%</td>
</tr>
<tr>
<td>Tribalism</td>
<td>40%</td>
</tr>
<tr>
<td>Favouritism</td>
<td>30%</td>
</tr>
<tr>
<td>Poor machinery and equipment</td>
<td>10%</td>
</tr>
<tr>
<td>Lack of participation in decision making</td>
<td>8%</td>
</tr>
<tr>
<td>Poor supervision skills</td>
<td>5%</td>
</tr>
<tr>
<td>Medical excess recovery</td>
<td>3%</td>
</tr>
<tr>
<td>Lack of safety at work</td>
<td>2%</td>
</tr>
<tr>
<td>Lack of career progression</td>
<td>1%</td>
</tr>
<tr>
<td>Lack of training opportunities</td>
<td>0%</td>
</tr>
</tbody>
</table>

#### 4.14 Recommendations on How to Improve Staff Motivation

A significant number of the respondents recommended the following measures as their first choice in improving staff motivation: Better basic pay (78%); clear career development (42%); promotions (42%); comprehensive training (38); higher benefits and allowances (37%); and challenging work assignments (27%).

Clearly KenGen staff have clear cut ideas on what needs to be done to improve staff motivation.

This indicates a healthy level of staff commitment to the organization a desire to see measures taken to address the existing problems.
Effectiveness of recommendations to improve staff motivation

- Better pay: 90%
- More leave days: 80%
- Clear career development: 70%
- Higher medical cover: 60%
- Higher benefits and allowances: 50%
- Better information on changes: 40%
- Promotions: 30%
- Well-being programmes: 20%
- Participation in decision making: 10%
- Challenging work: 0%
- Equitable work allocation: 0%
- Comprehensive training: 0%

Figure 4.14: Recommendations on how to improve staff motivation

4.15 Staff Motivation at KenGen

A majority of the respondents (70%) are either not sure that staff in KenGen are well motivated or are of the opinion that staff are not well motivated. This indicates a widespread realization that at KenGen staff members are not well motivated. With this admission, KenGen has a good starting point for sorting out the challenge of low staff motivation.
Are staff in Kengen well motivated?

![Pie chart showing employee perception on staff motivation]

- Strongly agree: 8%
- Agree: 27%
- Not sure: 37%
- Disagree: 26%
- Strongly disagree: 2%

Figure 4.15: Employee Perception on Staff Motivation
5.1 Findings and Conclusions

The results of this survey have fulfilled all the objectives of the study. In general, the evaluation of staff motivation reveals widespread low levels of motivation. The researcher compared the findings of the study to internal HRM reports and observed that the reports confirm the findings particularly with regard to safety at work, exit interviews, medical excess recovery and the status of staff training.

5.1.1 Staff Grievances

The leading staff grievance is low levels of salary, benefits and allowances. The search for better pay is the leading cause (74%) for staff turnover. Staff feel strongly that better pay would lead to better staff motivation levels. These findings demonstrate that employees at KenGen are highly dissatisfied with the level of their remuneration.

The survey found that 70% of staff members are either not sure whether staff are well motivated or are of the opinion that staff are not well motivated. The staff members rank their likely areas of grievance in the following order from the leading to the least; remuneration, supervisor’s attitude, safety and protective clothing, unwelcome changes and lastly unchallenging work.

5.1.2 Work Environment

Staff members at KenGen perceive unfulfilled promises as the leading cause of strikes followed by refusal of management to negotiate. Besides strikes, the preferred industrial action is a ‘go-slow’. 37% staff members perceive that work allocated to them is too much compared to other employees, while 59% feel that their allocated work is just enough.
A large number of staff (76%), think that the medical cover provided by the company is inadequate. 62% of the staff do not consider the leave days adequate and 53% think that the annual leave should consist of more than 35 days. Staff members perceive the following problems in descending order of significance; lack of career progression (69%), staff who are under-occupied (68%), medical excess recovery (67%), favouritism (67%) and lack of staff participation in decision making (64%).

5.1.3 Expression of De-motivation

A significant number of the staff (33%) expressed their de-motivation by closing for the day either before or exactly on the official leaving time of 5 pm. Significantly, 44% of staff also expressed their de-motivation by taking on additional work, for personal gain outside their delegated duties. For the staff who leave the organization, the survey found that the leading cause is search for better pay, followed by career progression and better working conditions.

5.1.4 Staff Recommendations

Staff recommended that the following measures in order of preference, would address staff de-motivation at KenGen; better basic pay (78%), Career development (42%), promotion (41%), comprehensive training (38%), higher benefits and allowances (37%) and challenging work assignments (27%). A significant number of staff at KenGen are de-motivated and a range of remedial measures are required.
5.2 Recommendations

5.2.1 Problems Experienced by Staff

KenGen needs to address the problems of medical excess recovery, lack of career progression, favouritism and tribalism, underutilization of staff and lack of participation in decision making.

5.2.2 Medical Scheme

There is need for a re-evaluation of medical scheme limits so as to arrive at realistic figures bearing in mind the cost of medication in Kenya.

5.2.3 Career Progression

There is lack of a well-defined career progression plan for each position in the organization. Such information should be widely disseminated to staff. The criteria for qualifying for staff benefits or for promotion should also be communicated to staff. It is also important for the decisions in such cases to be subjected to internal scrutiny and evaluation before being implemented. The feeling of inequality in terms of remuneration can best be addressed through a job evaluation. Right-sizing the headcount of staff in the company may be necessary and indications are that there will be need to shed off staff in some areas.

5.2.4 Favouritism and Tribalism

KenGen will need a comprehensive strategic plan that takes into account the human resource requirements. This should include a well-developed manpower plan that will be tied to the overall organizational growth and development plan. Such a plan should also cover aspects of staff training and development.
The manpower plan requires the endorsement and commitment of all levels of staff in the organization and especially at the leadership and management levels. Besides other benefits, this process will minimize instances in which the management and leadership are perceived to be unwilling or unable to keep promises to staff.

5.2.5 Staff Underutilization

The demand for challenging work assignments should be addressed by a job redesign plan combined with improved work allocation especially as a follow-up to the job evaluation exercise already recommended.

This combination of measures should address the widespread low level of motivation and other allied problems at KenGen.

5.3 Suggestion for Further Research

As a result of the limitations mentioned above, the researcher could not cover a wider scope of the study. The researcher would have preferred to cover a wider scope of the study that would also involve staff from the different parts of the country. The researcher suggests the following as areas of further research:

1. A study into the dimensions of motivation and the concept of motivation in KenGen vis-a-vis Maslow’s hierarchy of needs.

2. A study on the factors that hinder the implementation of job evaluation and job re-design plans in companies such as KenGen that are government owned.

3. An evaluation of the range of medical benefits available to KenGen staff with a view to finding comprehensive and cost effective ways of managing the staff medical scheme.


Appendices

Appendix I - Questionnaire
Appendix II - Work plan
Appendix III - Budget
APPENDIX I

RESEARCH QUESTIONNAIRE

1. How many days in a month are you absent from post?
   Nil ........ 1-2 ........ 3-5 ........ More than 5 ........

2. Do you think that the number of annual leave days is enough?
   Yes ........ No ........

3. If not, how many days would you suggest?
   20 ...... 25 ...... 30 ...... 35 ...... Over 35 ........

4. How many strikes have you ever witnessed from the time of your employment at KenGen?
   Nil ...... 1-2 ...... 3-4 ...... More than 5 .......

5. Rank the following as grievances that cause strikes in KenGen (with No.1 as the leading cause and No.5 as the least cause. Use a tick in the appropriate box).

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary/allowances/benefits</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Protective clothing/safety</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supervisor's attitude</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unwelcome change</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unchallenging work</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Others (specify)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

6. In your assessment, rank the following as the reasons that make strikes necessary. (No.1 as the leading reason and No.5 as the least reason. Use a tick in the appropriate box).

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unfulfilled promises</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>New demands</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Refusal of management to negotiate</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Failure of negotiations</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Others</td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>
7. Have you witnessed any other industrial actions in KenGen besides strikes?

   Go-slows ............
   Sit-in ............
   Picketing ............
   Demonstrations ............
   Others ............

8. While on duty do you take on additional work outside your delegated duties for personal benefit?

   Never .........  Rarely .........  Often .........  Frequently .........

9. When do you often leave duty for the day?

   More than 30 minutes in advance ............
   On time (5.00 pm) ............
   30 minutes later ............
   Over 30 minutes later ............

10. Do you voluntarily put in extra hours to do your job?

    Yes ............  No ............

11. Do you feel that the amount of work that you have been assigned is too much as compared to other employees?

    Too little ............
    Little ............
    Just Enough ............
    Much ............
    Too much ............
12. Do you think that the amount of medical cover is

- Too little
- Less than adequate
- Adequate
- More than adequate
- Too much

13. Rank the following reasons in order of importance for the staff turnover: (1 as the most important and 5 as the least important. Use a tick in the appropriate box).

<table>
<thead>
<tr>
<th>Reason</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Better pay</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Better working conditions</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Career progression</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Job security</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Others (specify)</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

14. Do you see any of the following as a problem at KenGen?

- Lack of training opportunities
- Lack of career progression
- Lack of safety at work
- Medical excess recovery
- Poor supervision skills
- Lack of participation in decision making
- Poor machinery and equipment
- Favouritism
- Tribalism
- Dysfunctional vertical didactic relationships?
  (where a junior has links to senior staff and therefore is a deliberately poor performer)

- Yes
- No
15. Rank the effectiveness of the following recommendations as measures for improving staff motivation: (i.e. No.1 = Most effective measure to No.12 = Least effective measure. Use a tick in the appropriate box)

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
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<th>7</th>
<th>8</th>
<th>9</th>
<th>10</th>
<th>11</th>
<th>12</th>
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<tbody>
<tr>
<td>1</td>
<td>Better pay</td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>More leave days</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Clear career development structure</td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>4</td>
<td>Higher medical cover</td>
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<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>5</td>
<td>Higher benefits and allowances</td>
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<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Better information about changes including retrenchment plans</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Fir promotions</td>
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16. Do you think that workers at KenGen are well motivated?

Strongly agree ............... Agree .................. Disagree ..................
Strongly disagree ...............
APPENDIX II

WORK PLAN

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APPENDIX III

BUDGET

1. Questionnaire – KenGen head office staff
   
   Administration costs of **Kshs.20.00** per target for **150**
   (This represents cost of stationery and telephone).
   - Kshs. 3,000.00

2. Data analysis costs
   - Kshs. 5,000.00

3. Report compilation
   - Kshs. 3,000.00

4. Contingencies
   - Kshs. 2,000.00

**TOTAL**

- **Kshs.13,000.00**