FACTORS THAT AFFECT MOTIVATION OF CIVIL SERVANTS IN KENYA: THE CASE OF ISIOLO DISTRICT

BY

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DECLARATION

This project is my original work and has not been presented for a degree in any other university

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This work is dedicated to Joan, Felix, Mark and Nancy.
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I wish to sincerely thank my supervisors Shadrack Bett and Joseph Mamba for their tireless help, guidance and encouragement that they gave me in all the stages of this project.

Secondly, I thank the chairman of the Department of Business Administration Development, Mr. Dominic Ngaba, and all the lecturers in the department.

I would also like to thank Mr. Tanui (DC, Ijara) for his assistance during data collection stages. My appreciation too, goes to the staff of Lifeline Africa Technologies for the assistance they gave me in typesetting and editing this report.

May God bless you all.
The objective of the study was to find out the factors that affect motivation of civil servants in Isiolo District. Motivation of workers in any organization is of great importance because a motivated workforce produces better results. The energy, resources and needs of an employee will just remain potential until someone provokes and converts them into assets for the organization. Civil servants in Kenya have always portrayed lack of devotion at their places of work. This is evident in their inability to offer effective and efficient services in the areas of their jurisdictions. The qualified staff has frequently left their jobs for greener pastures where they are granted better remuneration. The workers left are frustrated due to poor pay. Despite the heavy responsibility given to civil servants on the day-to-day running of the country, most of them live from hand to mouth (UKCS, 2003).

The specific objectives touched on how remuneration, working conditions, promotion and professional growth, advancement, work itself, administration and supervision, level of responsibility, and interpersonal relations with co-workers influence motivation of civil servants in Isiolo district. Literature review was done in relation to these variables in relation to motivation of workers in different settings. Herzberg’s (1959) Motivation-Hygiene Theory, which guided the study, was also reviewed.

The study employed the descriptive survey research design to find out the factors that affect motivation and job satisfaction of civil servants in Isiolo District. Two hundred and fifty civil servants were randomly selected from all the 2500 civil servants in the district. Data was collected using a questionnaire designed by the researcher. Data was analyzed
using descriptive statistics such as frequency counts and percentages and presented in summary form using frequency distribution tables, pie charts, and bar graphs.

The study found out that civil servants in Isiolo district were motivated in relation to work itself, administration and supervision, interpersonal relations with coworkers, and level of responsibility delegated to them. On the other hand, the following factors accounted for civil servants' demotivation: remuneration, working conditions, promotion and professional growth, and advancement opportunities. On the overall, most of the civil servants were demotivated.

The conclusion of the study, therefore, is that although the work of civil servants is motivating (majority were motivated with work itself), and the supervisors were relating well with employees, poor working conditions, lack opportunities for career advancement, and poor pay demotivate civil servants, and thus affects service delivery to the public.

Based on this, the study recommends that the Public Service Commission of Kenya comes up with a promotion and career development policy for civil servants, working conditions be improved, and civil servants be encouraged to go for further training through provision of paid study leaves and scholarships.
# TABLE OF CONTENTS

## CONTENTS

<table>
<thead>
<tr>
<th>CONTENTS</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Title Page</td>
<td>i</td>
</tr>
<tr>
<td>Declaration</td>
<td>ii</td>
</tr>
<tr>
<td>Dedication</td>
<td>iii</td>
</tr>
<tr>
<td>Acknowledgement</td>
<td>iv</td>
</tr>
<tr>
<td>Abstract</td>
<td>v</td>
</tr>
<tr>
<td>Table of Contents</td>
<td>vii</td>
</tr>
<tr>
<td>List of Tables</td>
<td>xi</td>
</tr>
<tr>
<td>List of Figures</td>
<td>xii</td>
</tr>
<tr>
<td>Definition of Terms</td>
<td>xiii</td>
</tr>
<tr>
<td>Abbreviations</td>
<td>xiv</td>
</tr>
</tbody>
</table>

## CHAPTER ONE: INTRODUCTION

1.1 Background of the Study                                             1
1.2 Statement of the Problem                                             5
1.3 The Objectives of the Study                                          7
1.4 Research Questions                                                   7
1.5 Justification of the Study                                           8
1.6 Assumptions of the Study                                             9
1.7 Scope and Delimitations of the Study                                 9
CHAPTER FOUR: DATA ANALYSIS AND PRESENTATION OF RESULTS

4.1 Introduction to Data Analysis ------------------------------------------------------------- 22
4.2 Quantitative Analysis ---------------------------------------------------------------------- 22
4.2.1 Demographic Data of Study Participants ------------------------------------------------- 22
4.2.2 Overall Level of Motivation among Civil Servants in Isiolo District------------------ 24
4.2.3 Factors Influencing Motivation of Civil Servants in Isiolo District------------------ 25
4.2.3.1 Influence of Remuneration of Motivation of Civil Servants------------------------ 26
4.2.3.2 Influence of Working Conditions on Motivation of Civil Servants------------------ 28
4.2.3.3 Influence of Promotion and Professional growth Factors on Motivation Of Civil Servants--------------------------------------------- 30
4.2.3.4 Influence of Advancement on Motivation of Civil Servants------------------------ 32
4.2.3.5 Influence of Work Itself on Motivation of Civil Servants------------------------- 33
4.2.3.6 Influence of Administration and Supervision on Motivational Of Civil Servant--------------------------------------------- 35
4.2.3.7 Influence of Interpersonal Relations with Co-workers on Motivation Of Civil Servants--------------------------------------------- 37
4.2.3.8 Influence of Level of Responsibility of Motivation of Civil Servants------------------ 38
4.3 Qualitative Analysis ------------------------------------------------------------------------ 40
4.4 Summary of Data Analysis ---------------------------------------------------------------- 41

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of Major Findings --------------------------------------------------------------- 42
5.2 Answers to Research Questions ------------------------------------------------------------- 44
5.3 Conclusion ----------------------------------------------------------------------------- 46
LIST OF TABLES

Table 4.1 Academic Qualifications of the civil Servants---------------------------------- 23
Table 4.2 Number of Items per Motivation Factor ---------------------------------------- 24
Table 4.3 Motivation Level of Civil Servants regarding Remuneration Factors------ 26
Table 4.4 Motivation Level of Civil Servants regarding Working Conditions--------- 28
Table 4.5 Motivation Level of Civil Servants regarding Promotion and Professional
   Growth of Employees--------------------------------------------------------------- 30
Table 4.6 Level of Motivation of Civil Servants with regard to Advancement ------ 32
Table 4.7 Level of Motivation of Civil Servants with regard to work itself-------- 33
Table 4.8 Level of Motivation of Civil Servants in Relation to Administration and
   Supervision--------------------------------------------------------------------- 35
Table 4.9 Level of Motivation of Civil Servants in Relation to Interpersonal
   Relations with Co-workers------------------------------------------------------ 37
Table 4.10 Level of Motivation of Civil Servants on Relation of Responsibility----- 39
LIST OF FIGURES

Figure 2.1 Conceptual Framework---------------------------------- 17
Figure 4.1 Age of Study Participants in Years--------------------- 23
Figure 4.2 Overall Level of Motivation of Civil Servants--------- 25
Figure 4.3 Overall Motivation of Civil Servants in Relation to Remuneration ----- 27
Figure 4.4 Overall Motivations of Civil Servants in Relation to Working Conditions 29
Figure 4.5 Overall Motivations of Civil Servants in Relation to Promotion and
                                      Professional growth---------------------------------- 31
Figure 4.6 Overall Motivation of Civil Servants in Relation to Advancement------- 33
Figure 4.7 Overall Motivation of Civil Servants in Relation to Work itself--------- 34
Figure 4.8 Overall Motivations of Civil Servants in Relation to Administration and
                                      Supervision---------------------------------- 36
Figure 4.9 Overall Motivations of Civil Servants in Relation to Interpersonal
                                      Relations with Co-workers---------------------------------- 38
Figure 4.10 Overall Motivations of Civil Servants in Relation to Level of
                                      Responsibility---------------------------------- 39
DEFINITION OF TERMS

Advancement: Opportunities available to workers for promotion this is a situation where people like to feel they are making progress (Forsthy, 1998)

Civil Servant: Any person appointed by the Public Service Commission (PSC) to a public office and who draws his/her emoluments from public funds and his/her core function is to provide service to the public.

Interpersonal relationships: Nature of social and professional interactions between employees and their supervisors or closure proximity to each other (Paulus, Seta and Barron, 1995).

Motivation: The force to perform an act. It is the force towards attractive objects or away from repellent objects.

Motivational factors: Work factors associated with the job and which bring about satisfaction.

Professional growth: The development of employees in their profession lines through training and other experiences.

Responsibility: Special tasks and assignments delegated to employees in the workplace

Salary: Pay and other allowances & benefits given to employees.

Work itself: Actual work done by an employee in the workplace.

Working conditions: Quantity and quality of facilities available in the workplace to enable employees perform their duties effectively
<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
</tr>
</thead>
<tbody>
<tr>
<td>DPM</td>
<td>Directorate of Personnel Management</td>
</tr>
<tr>
<td>PSCK</td>
<td>Public Service Commission of Kenya</td>
</tr>
<tr>
<td>SPSS</td>
<td>Statistical Package for Social Sciences</td>
</tr>
<tr>
<td>UKCS</td>
<td>Union of Kenya Civil Servants</td>
</tr>
</tbody>
</table>
CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Study

The productivity in any organization is a function of how well the employees perform their various tasks (Wofford 1971). This productivity is very much dependent upon job analysis, job recruitment, selection and job placement of the employees. However, a greater performance of an organization does not depend upon only these crucial variables. The individual performance is a function of the ability and the willingness of the worker to perform the job. In most organizations, the recruitment, selection and training are only part of the ability while willingness as an ingredient is missing (Ngumi, 2003).

Motivation constitutes the willingness of the worker to perform the various organizational tasks. In this respect motivation among workers in the organizations is fundamental for effective work performance. As a result several researches on formal and informal organizations have been performed with an aim of explaining the social structure, organizational leadership and the functional variables influencing the organization effectiveness. Work motivation constitutes one dimension which has received considerable attention for the purposes of understanding the individual worker and his working environment (Wofford 1971). It is then notable that when employees are well motivated, the production in the organization will always increase.

The Kenyan government is faced with a major challenge of providing broad based public utilities and improved standard of living for all Kenyans. This can only be achieved
through sustainable economic growth and development. An effective and efficient public sector that provides an enabling environment for private sector growth is a prerequisite to this development (Republic of Kenya, 2000). The Kenya Civil Service Commission has this as its fundamental objective.

The Kenya Civil Service dates back to 1947 when the colonial government set up the Holmes Salaries Commission to review the structure of the remuneration and superannuation arrangements of the civil service in East African territories. Before this the civil servants were recruited by Her Majesty’s Government in Britain and were designated under the Overseas Service Aid Scheme (Munene and Tonje, 2005). The Holmes Salaries Commission recommended, among other things, that the public service commission be set up for each of the three East African territories. Consequently the Civil Service Commission was established by Ordinance No. 62 of 1954 and started operating legally on 1st January 1955 (Sharawe, 2005). The Civil Service Commission was established with the mandate to advice the appointment of candidates to posts in the civil service in cases where the approval of the secretary of state was not required.

At independence in 1963 the Civil Service had only about 60,000 employees but over the years the number has grown to over 190,000 (Sharawe, 2005), a number that the Directorate of Personnel Management (DPM) considers unmanageable (Republic of Kenya, 2000). There is no doubt that the public service is the main vehicle used to translate and implement Government policies, programmes and goals. The Commission should therefore ensure that it only recruits and promotes the very best people who can be relied on to spearhead the socio-economic development of the country.
Despite the efforts made by the Public Service Commission of Kenya (PSCK) to adhere to the principles of meritocracy, professionalism, integrity and fairness (Sharawe, 2005) in its service delivery, and the government’s introduction of various management systems geared towards improving service delivery and enhancing productivity, this important sector is still shrouded in many demotivating issues. This is clearly illustrated by Nyakundi (2003) when he states:

Civil servants were subjected to intolerable living conditions following the banning of their union (in 1980). Thousands of their lot were irregularly retrenched without representation and adequate compensation (Pg2).

In a Memorandum on Terms and Conditions of Service (UKCS, 2003) submitted to the government in 2003, the Union of Kenya Civil Servants (UKCS) demanded that the salaries of the civil servants be increased by a minimum of 600 per cent. The union expressed concern that the wage differentials within the Civil Service are discriminatory in nature, demoralizing and demotivating.

Researchers in the field of motivation unanimously agree that motivation plays an important role in the productivity of employees. The basic principle of motivation is that people do what they expect to be rewarded for doing (Spector, 1997). Whereas there is no single prescribed practice on motivation, which all organizations may ascribe to, there are issues of importance which leaders should focus on, which include a set of motivational practices that could result in productivity and improve quality of services in line with organizational goals and mission. These include effective and appropriate management infrastructure, training and development policy that do not disillusion the employees, high work involvement, especially in goal setting and decision-making.
Employees must feel valued, part and parcel of the organization. Some feeling of ownership of the organization on the part of the employee must be in place. Conducive leadership style that stimulates employees to peak performance should be instituted. Good employee relations that foster informal and interpersonal relations at work should be in place. Work must be as much fun as play (Mutinda, 2003). Actions to satisfy employees needs, increased quality of work life must be infused to every human resource management practice in the organization. However, motivating employee is not easy due to diverse individual needs. At the same time, leaders must have basic principles that motivate employees. As Mutinda (2003) says, motivated employees is something that some organizations have and many others seek to have. Motivated employees are the goose that lays the golden eggs.

It is not a secret that the Civil Service in Kenya has been faced with inefficiency in its delivery of services to the public. This may be seen to result from the deteriorating attitude in the civil service, due to poor remuneration, lack of harmonized terms and conditions of service, and nasty programmes which are imposed on employees before they are vetted and tested (UKCS, 2003). The poor attitude has affected the work performance and practices of civil servants. It would appear that civil servants are not comfortable at their work due to poor remuneration, poor working conditions and job insecurity among other factors. Satisfied employees tend to be more productive, creative and committed to their employers, (Spector, 1997). A recent study has shown a direct correlation between employee motivation and customer/client’s satisfaction (Spector, 1997).
Motivation is defined as the intensity of a person's desire to engage in some given activity. It is the responsibility of the company's leadership to ensure this faith and desire to deliver is created in their employees by enhancing the time aspects of job satisfaction. This will not only motivate the employees but will create a situation of faith to achieve even what is seen as impossible. After many reform programs aiming at increasing the flexibility of managers in local governments and public services, the United Kingdom government discovered that staff empowerment was the key to improve the quality of public service (Spector, 1997).

According to Dessler (2003), staff empowerment can be through instruments, such as quality circles, suggestion schemes and learning laboratories. They also suggest that one effective way to measure work motivation is to carry out employee's survey on a regular basis. This will guarantee a continued motivation of employees in their job. This study therefore sought to critically analyze the factors that determine motivation of civil servants in Kenya.

1.2 Statement of the Problem

Motivation of workers in any organization is of great importance because a motivated workforce produces better results. The energy, resources and needs of an employee will just remain potential until someone provokes and converts them into assets for the organization. Instead, the employee will become a liability to the organization while he/she continues to withdraw salary and fringe benefits. There are various factors that motivate employees to work. Motivation of workers could be enhanced through: advancement, autonomy, caring bosses, company philosophy, fringe benefits, improved
communication channels with top management supervisors, responsibility, good working conditions, wages, clear promotion and growth opportunities, and job security and interesting work.

Civil savants in Kenya have always portrayed lack of devotion at their places of work. This is evident in their inability to offer effective services in the areas of their jurisdictions. The qualified staff has frequently left their jobs for greener pastures where they are granted better remuneration. The workers left are frustrated due to poor pay. Despite the heavy responsibility given to civil servants on the day-to-day running of the country, most of them live from hand to mouth (UKCS, 2003). Job insecurity is also an issue of concern for the civil servants, in the face of the retrenchments effected through the Civil Service Retrenchment Plan (Republic of Kenya, 2000).

The Civil Service in the country has also been accused of leadership lacking foresight to develop and revise clear work guidelines that are commensurate to the fast changing business environment and use of obsolete policies and procedures that frustrate employees at work. The employees generally tend to see those employees working in other sectors to be better off and portray a high degree of dissatisfaction from the type of services they offer to members of the public.

Various studies have been conducted on the effects of motivation on work performance. Most of these research findings indicate that high job morale lead to an increased effort for more effective work performance (Ngumi, 2003). Most of these studies have been carried out either in education settings (secondary schools and universities) or among factory workers (Ngumi, 2003). The proposed study was carried out to investigate
whether the same findings could be obtained in a different setting, by exploring the factors that determine the level motivation among civil servants in Isiolo district in order to enhance effective service delivery to members of the public.

1.3 The Objectives of the Study

The study sought to address the following objectives:

**General Objective**

To find out the factors that affect motivation of civil servants in Isiolo District.

**Specific Objectives**

1. To find out the level of motivation of civil servants in Isiolo district

2. To establish how remuneration, working conditions, promotion and professional growth, advancement, work itself, administration and supervision, level of responsibility, and interpersonal relations with co-workers influence motivation of civil servants in Isiolo district.

3. To seek ways of improving motivation among civil servants in Kenya

1.4 Research Questions

The study sought information to answer the following questions

1. What is the overall level of motivation among civil servants in Isiolo district?

2. How does each of the following factors influence motivation of civil servants in Isiolo district?

   (a) Remuneration

   (b) Working conditions
(c) Promotion and professional growth
(d) Advancement
(e) Work itself
(f) Administration and supervision
(g) Interpersonal relations with co-workers
(h) Level of responsibility

3. How can motivation of civil servants in Kenya be improved in order to enhance effective service delivery to members of the public?

1.5 Significance of the Study

The taxpayers are equivalent to investors in a private company, who invest to reap benefits in form of dividends. Equally, Kenyans pay tax to the government expecting a return in form of efficient and effective service delivery. This research was aimed at ensuring taxpayers earn dividend at the end of the day.

The civil service in Kenya has repeatedly been accused of failure to deliver services as expected. Civil servants have been accused of corruption, neglect of duty, and laziness among other accusations. On the other hand, civil servants complain of poor pay and poor working conditions, while the work assigned to them is too much. In such circumstances, it is expected that civil servants are not satisfied with their work and are, as a result, demotivated in the work place. The study sought seek to find out the extent to which civil servants in Isiolo are motivated to do their job and the factors that contribute to their motivation. This was in a view of providing data that may be used to promote employee motivation and thus creating a working environment that allows for service delivery to be improved.
The study aimed at enabling the government to rethink their position in the civil service. This could discourage political appointments and encourage meritocracy in appointments. This will minimize turnover on the part of leadership, create a culture of ownership and belonging on civil servants.

1.6 Assumptions of the Study

The study was based on the following basic assumptions:

1. That the civil servants were aware of the factors that motivated/demotivated them.
2. That the respondents were honest and their views were free of outside influence.

1.7 Scope and Delimitations of the Study

The research aimed at finding out the factors that determine motivation of civil servants in Kenya. The study covered civil servants in Isiolo District. Since it was not possible to cover all civil servants in the district, the study was based on a small sample, which was selected in a representative manner. Data obtained through the study was not representative of all civil servants in Kenya, as came from one district only. As such, the findings of the study were limited in that it is not possible to generalize them to the whole country.
CHAPTER TWO

2.0 REVIEW OF RELATED LITERATURE

2.1 Introduction to Literature Review

This chapter attempts to cover some of the studies and reviews that have been carried out on workers and attitudes toward work depending on the environment under which they are subjected to. The chapter will review literature on motivation and the factors that influence it.

2.2 Theoretical Framework

There are many competing theories that attempt to explain the nature of motivation. These theories are broadly classified into content and process theories. Content theories attempt to explain those specific things which actually motivate the individual at work. These theories are concerned with identifying people’s needs and their relative strengths and the goals they pursue in order to satisfy these needs. Content theories place emphasis on the nature of needs and what motivates. They include theories such as:

- Maslow’s hierarchy of needs model
- Alderfer’s modified need hierarchy model
- Herzberg’s two-factor theory, and
- McClelland’s achievement motivation theory

Process theories on the other hand attempt to identify the relationship among the dynamic variables which make up motivation. These theories are concerned more with how behavior is initiated, directed and sustained; they place emphasis on the actual process of motivation. They include theories such as:
• Expectancy-based models - Vroom and Porter and Lawler
• Equity theory by Adams
• Goal theory by Locke

This study was based on Herzberg’s (1959) Motivation-Hygiene Theory. Herzberg (1959), from a study carried out from a group of employees, developed a two-dimension theory to motivation, that is, “motivation” and “hygiene”. According to Herzberg, hygiene issues cannot motivate employees but they can minimize dissatisfaction if handled properly, in other words, they can only be dissatisfied if they are absent or mishandled. Hygiene issues include: company policies, supervision, salary, interpersonal relations and working conditions.

According to Spector (1997), motivators are defined as those factors that create satisfaction by fulfilling individuals’ needs for meaningful personal growth. These are issues such as achievement, recognition, the work itself, responsibility and advancement. Herzberg says that once the hygiene areas are addressed, motivators will promote job satisfaction and encourage productivity (Spector, 1997).

2.3 Factors that Determine Motivation

Motivation in an organization is important for its humanitarian value and also for its financial benefits due to its effects on the employees’ behavior. Employees with higher motivation believe that organization will be satisfying in the long run and hence they care about the quality of their work, are more committed to the organization, have higher retention rates and are more productive (George and Jones, 1999).
Writers have conducted studies on motivation and come up with various factors that determine job motivation. For the purpose of this study the researcher will concentrate on factors such as – pay (rewards), leadership, opportunity, work standard, good teamwork (co-workers) and adequate authority.

2.3.1 Remuneration

Employees are more motivated when they feel they are rewarded fairly for the work they do. According to Spector (1997), pay is a salary or wage or money given to someone for regular work. Herzberg (1959) observed that that remuneration is significant as a hygiene factor and unless the same is satisfied, motivators are of little use. Herzberg (1959) felt that many firms did not satisfy the hygiene factors and therefore they have not been able to attain job satisfaction level.

2.3.2 Working Conditions

Productivity and efficiency are directly affected by how people work, and this equally is affected by their work environment. This may include issues such as space, equipments, air conditioning, comfortable chairs just to mention but a few. Many people are demotivated if working conditions poor (George and Jones, 1999). George and Jones (1999) point out that working environment that is comfortable, relatively low in physical psychological stress, facilities and attainment of work goals will tend to produce high levels of satisfaction among employees. In contrast, stressful working environment result to low level of motivation.
2.3.3 Leadership (Supervision and Administration)

Leadership combines attitude and behavior of the managers. The managers motivate employees to do a good job, strive for excellence or just taking action. The organization therefore is required to train their managers to be able to facilitate effective leadership. Employees tend to respond to leaders or managers whom they trust and will inspire them to achieve meaningful goals. How a manager interacts with others, especially those who report directly to him/her, will influence the motivational climate either for good or ill of the organization (Dessler, 2003).

The leadership needs to come up with explicit vision and mission of the organization and have the same articulated to all members of staff. This will act as a mirror through which all employees will base their performance on (Rain, Lane and Steiner, 1991). This may reflect to involving employees in formulation of company’s strategy and by so doing the employees achieve higher motivation.

2.3.4 Opportunities (Advancement)

Employees are more motivated when they have challenging opportunities at work. Opportunity in an employee’s content includes participating in interesting projects, jobs with satisfying degree of challenge and opportunity for increased responsibility. Dessler (2003) pointed out that employees perform better when among their goals is to work for excellence. It may also be referred to as advancement, where people like to feel they are making career progress (Dessler, 2003). Herzberg (1959) classifies advancement as satisfiers and motivators, that is, needs that rank in job satisfaction after hygiene needs are satisfied.
2.3.5 Job Characteristics (Job Context)

Hackman and Oldham (1976) came up with a theory to show how job characteristics affect people. According to them, the core characteristics of jobs induce psychological states that in turn lead to job performance, job satisfaction, motivation, and turnover. Job characteristic theory states that people can be motivated by the intrinsic satisfaction they find in the job tasks. This way, the employees find their jobs to be more enjoyable, meaningful and will perform their jobs well.

Hackman and Oldham (1976) suggested five core characteristics that can be applied to a job namely; skill variety, task identity, task significance, autonomy and job feedback. These five core characteristics are thought to lead to three psychological states namely skill variety, task identity and task significance. These combined induce experienced meaningfulness of work. Autonomy leads to feeling of responsibility. The three psychological states therefore contribute to important outcomes of job satisfaction and motivation of employees.

2.3.6 Good Teamwork/Co-workers

Social influence is another determinant of motivation. This is influence that the individual or groups have on a person's attitude and behavior. A co-worker reflects the group an employee belongs to. Social influence from co-workers can be a determinant of the worker's job satisfaction because they are always around the said employee. Often the co-workers have similar types of jobs and have certain things in common with a worker (George and Jones, 1999).
Similarly, a worker’s level of motivation is influenced by the group he or she belongs to. In this regard the organization may encouraging social groups for this may result to high motivation. Holding annual dinner parties or a common tearoom will encourage and strengthen co-worker socialization and hence job satisfaction (Spector, 1997).

### 2.3.7 Adequate Authority

Employees are satisfied when they have adequate authority to do their jobs. Organizations should allow employees to have some input on decision-making that will affect them; establish more goals and objectives but let the employees determine how they will achieve those goals and objectives; and involve employees in the strategy formulation on how to achieve the organization objectives. This trend may result to best ideas that the company may use for innovation (Dessler, 2003).

Spector (1997) refers to authority as autonomy where employees are given freedom to make decisions. According to Spector (1997), individuals are allowed to have input into board policy that also afford them an expanded sense of control in the organization. Such controls have a positive effect on a person’s work motivation.

### 2.4 Outcomes of Motivation

There are many behaviours and employee outcomes that have been hypothesized to be the result of high work motivation. These include work variables such as job performance and turnover but they also include non-work variables such as health and life satisfaction.

**Job Performance:** Motivation should be related to job performance, since a happy employee is a productive employee. Researchers suggest that high job satisfaction leads
to improved job performance, and vise versa (Rain, Lane and Steiner, 1991). People who are happy with their jobs are motivated to work harder and perform better because of the rewards that are often associated with good performance. Caldwell and O’Reilly (1990) provided indirect evidence that including employee abilities to job requirements not only enhance job performance but it also results to job satisfaction as well. Hence job satisfaction is caused by job performance.

**Withdrawal Behavior:** Many theories hypothesize that people who dislike their job will either avoid it permanently by quitting or temporarily by being absent or coming in late for work (Watson, 1986). Job satisfaction in this case is central to every theory of withdrawal behaviour. Researchers consider absence and turnover as related phenomena that have the same motivation to escape the underlying dissatisfying job. Mitra, Jenkins, and Gupta (1992) found that employees who quit jobs were likely to have a higher level of absence just prior to learning the job than did the employees who did not quit.

**Turnover:** Most theories of turnover view it as the result of employee job dissatisfaction hence people who dislike their jobs try to find alternative employment (Blau, 1993). Blau (1993) found out that job satisfaction correlates quite well with intention of quitting the job.

**Burnout:** Burnout is defined as a stressed emotional/psychological state experienced on the job (Maslach and Jackson, 1981). Job satisfaction is an attitudinal resource, but burnout is an emotional response to the job. Maslach and Jackson (1981) propose that a person who is in a state of burnout experiences symptoms of emotional exhaustion and low work motivation.
2.5 Conceptual Framework

Figure 2.1 presents the conceptual framework of the study.

**Figure 2.1 Conceptual Framework**

The study sought to find out the factors that affect motivation of civil servants in Isiolo District. The independent variables of the study were drawn from Herzberg’s (1959) two-
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

In this chapter, details on how the research was conducted are presented. The chapter is divided into seven sections: the research design, study population, sample and sampling technique, research instruments, piloting, data collection procedure and method of data analysis.

3.2 Research Design

Descriptive survey design was adopted in conducting this study. The design was considered appropriate for the study because survey designs are concerned with describing, recording, analyzing and reporting conditions that exist or existed. Kerlinger (1973) argues that survey method is widely used to obtain data useful in evaluating present practices and in providing basis for decisions. For this study, the descriptive survey design enabled the researcher to explore the factors that determined motivation of civil servants in the country.

3.3 Target Population

The target population is the aggregate of all cases that conform to some designated set of specifications (Chave, 1996). For this study, the population comprised of all the 2500 civil servants serving in Isiolo District.
3.4 Sample and Sampling Techniques

According to Gay (1976), probability sampling provides the best form of the sampling procedure. This is because the procedure gives all the members in the population equal and unbiased chances of being included in the sample. Accordingly the researcher employed random sampling to select 250 civil servants to participate in the study, which was 10% of the 2500 civil servants comprising the target population. In selecting the sample, the researcher obtained the register of all civil servants in Isiolo district from the District Commissioner’s office, and then randomly picked 250 names.

3.5 Data Collection Instruments

The study employed a questionnaire as the research instrument for data collection. The questionnaire was used for data collection because, as Kiess and Bloomquist (1985) observe, it offers considerable advantages in the administration: it presents an even stimulus potentially to large numbers of people simultaneously and provides the investigation with an easy accumulation of data. Gay (1976) maintains that questionnaires give respondents freedom to express their views or opinion and also to make suggestions.

3.6 Pilot Study

Before the actual data collection, piloting of questionnaire was done using ten civil servants, who were not included in the final study. Piloting enabled the researcher to test the reliability of the instrument. The researcher used the pilot study to identify any items in the questionnaire that were ambiguous or unclear to the respondents. Such items were changed effectively. The pilot study also enabled the researcher to familiarize himself
with administration of the instrument. According to Gay (1976) validity is established by expert judgement. Thus the questionnaire was constructed in close consultation with the university supervisor, who helped improve its validity.

3.7 **Data Collection Procedures**

The researcher obtained an introduction letter from the University and a research permit from the Ministry of Education, Science and Technology. After this, the researcher booked an appointment with the civil servants to visit and administer the questionnaire. The researcher then visited the respondents and administered the questionnaires himself. The respondents were given instructions and assured of confidentiality after which they were given enough time to fill in the questionnaires, after which the researcher will collected the filled-in questionnaires.

3.8 **Data Analysis Plan**

Descriptive statistics were used to analyze the data obtained. Data collected from the field was and entered into the computer for analysis using the Statistical Package for Social Sciences (SPSS). Data was analyzed using descriptive statistics including frequency counts and percentages, and presented in summary form using pie charts, bar graphs and frequency distribution tables. The results of the study were discussed in relation to the improvement of motivation of civil servants in Kenya, with a view of improving job performance. Relevant recommendations were made to the government and the Public Service Commission on how motivation of civil servants can be improved.
CHAPTER FOUR

4.0 DATA ANALYSIS AND PRESENTATION OF RESULTS

4.1 Introduction to Data analysis

The main objective of the study was to find out the factors that affect motivation of civil servants in Isiolo District. Data for the study was collected from 250 civil servants who were selected from using random sampling technique from all the 2500 civil servants in Isiolo District. However, 24 participants did not return their questionnaires, and thus data analysis was conducted using 226 civil servants, which is a questionnaire return rate of 90.4%.

This chapter presents the findings of the study. The chapter is subdivided into three sections. Section one provides the qualitative analysis procedures; section two gives the qualitative analysis procedures; while the third section gives a summary of data analysis.

4.2 Quantitative Analysis

4.2.1 Demographic Data of Study Participants

Two hundred and twenty six (226) civil servants from Isiolo district took part in the study. Of the 226 civil servants, 138 (61.1%) were male and 88 (38.9%) were female. Figure 4.1 shows their ages in years. the figure shows that ten civil servants (4.4%) were aged 25-30 years, 20 (8.9%) were aged 31-35 years, 33 (14.6%) were aged 36-40 years while 59 (26.1%) were aged 41-45 years. Another 76 civil servants (33.6%) were aged 46-50 years while 28 (12.4%) of them were aged 51 years and above.
Figure 4.1  Age of study participants in years

<table>
<thead>
<tr>
<th>Age in Years</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>51 years plus (n=28)</td>
<td>12.4%</td>
</tr>
<tr>
<td>46 - 50 years (n=76)</td>
<td>33.6%</td>
</tr>
<tr>
<td>41 - 45 years (n=59)</td>
<td>26.1%</td>
</tr>
<tr>
<td>36 - 40 years (n=33)</td>
<td>14.6%</td>
</tr>
<tr>
<td>31 - 35 years (n=20)</td>
<td>8.9%</td>
</tr>
<tr>
<td>25 - 30 years (n=10)</td>
<td>4.4%</td>
</tr>
</tbody>
</table>

Twenty-one (9.3%) of the civil servants were single while 205 (90.7%) were married.

Table 4.1 shows the academic qualifications of the civil servants.

Table 4.1  Academic qualifications of the civil servants

<table>
<thead>
<tr>
<th>Academic Qualifications</th>
<th>N</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary certificate</td>
<td>38</td>
<td>16.8</td>
</tr>
<tr>
<td>Secondary certificate</td>
<td>90</td>
<td>39.8</td>
</tr>
<tr>
<td>Post secondary certificate</td>
<td>52</td>
<td>23.0</td>
</tr>
<tr>
<td>Post secondary Diploma</td>
<td>28</td>
<td>12.4</td>
</tr>
<tr>
<td>University graduate</td>
<td>17</td>
<td>7.5</td>
</tr>
<tr>
<td>Masters degree</td>
<td>1</td>
<td>0.4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>226</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Thirty-eight (16.8%) of the civil servants had reached primary education level, 90 (39.8%) had reached secondary level, 52 (23.0%) had post-secondary certificate qualifications, 28 (12.4%) had post-secondary diploma qualifications, 17 (7.5%) were university graduates, while one (0.4%) had a master’s degree.
4.2.2 Overall level of Motivation among Civil Servants in Isiolo District

The first question of the study asked: What is the overall level of motivation among civil servants in Isiolo District?

The motivation level of civil servants in Isiolo District was determined using a motivation scale comprising of 55 items. The 55 items were grouped into eight main areas as shown in Table 4.2. Each item measured the level of motivation of civil servants regarding a given issue on a Likert scale ranging from highly motivated to highly demotivated.

Table 4.2 Number of items per motivation factor

<table>
<thead>
<tr>
<th>Motivation factor</th>
<th>Number of items</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interpersonal Relations</td>
<td>7</td>
</tr>
<tr>
<td>Remuneration</td>
<td>9</td>
</tr>
<tr>
<td>Working Conditions</td>
<td>8</td>
</tr>
<tr>
<td>Promotion and growth</td>
<td>7</td>
</tr>
<tr>
<td>Advancement</td>
<td>5</td>
</tr>
<tr>
<td>Responsibility</td>
<td>4</td>
</tr>
<tr>
<td>Work itself</td>
<td>6</td>
</tr>
<tr>
<td>Administration and supervision</td>
<td>9</td>
</tr>
<tr>
<td><strong>Overall motivation</strong></td>
<td><strong>55</strong></td>
</tr>
</tbody>
</table>

Each rating on the scale was assigned a value as shown below:

- Highly Motivated (H. M) = 1
- Motivated (M) = 2
- Demotivated (D) = 3
- Highly Demotivated (H. D) = 4

An overall motivation score was then computed by adding the scores of each participant on all the 55 items, and then dividing the total by 55. This way, each participant's
motivation level on each of the eight factors and the overall motivation level were computed. Figure 4.2 shows the overall level of motivation of the study participants.

**Figure 4.2 Overall level of motivation of civil servants**

As shown in Figure 4.2, majority of the civil servants were demotivated, whereby 142 (62.8%) were demotivated and two (0.9%) highly demotivated. Another 80 (35.4%) civil servants were motivated and two (0.9%) highly motivated.

### 4.2.3 Factors Influencing Motivation of Civil Servants in Isiolo District

The second question of the study asked: How does each of the following factors influence motivation of civil servants in Isiolo District?

a) Remuneration
b) Working conditions
c) Promotion and professional growth
d) Advancement
e) Work itself  
f) Administration and supervision  
g) Interpersonal relation with co-workers, and  
h) Level of responsibility

The motivation level of civil servants in relation to each of these factors is presented below.

4.2.3.1 Influence of Remuneration on Motivation of Civil Servants

Nine items on the motivation scale measured the level of motivation of civil servants regarding remuneration. Table 4.3 shows the level of motivation of civil servants on each of these items.

Table 4.3 Motivation level of civil servants regarding remuneration factors

<table>
<thead>
<tr>
<th>Remuneration Related Factors</th>
<th>H. M</th>
<th></th>
<th>M</th>
<th></th>
<th>D</th>
<th></th>
<th>H. D.</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>N</td>
<td>%</td>
<td>N</td>
<td>%</td>
<td>N</td>
<td>%</td>
<td>N</td>
<td>%</td>
<td>N</td>
</tr>
<tr>
<td>Amount of salary received</td>
<td>6</td>
<td>2.7</td>
<td>41</td>
<td>18.1</td>
<td>95</td>
<td>42.0</td>
<td>84</td>
<td>37.2</td>
</tr>
<tr>
<td>Timely payment of salary to employees</td>
<td>48</td>
<td>21.2</td>
<td>127</td>
<td>56.2</td>
<td>31</td>
<td>13.7</td>
<td>20</td>
<td>8.8</td>
</tr>
<tr>
<td>Timely submission of statutory deductions to respective bodies</td>
<td>48</td>
<td>21.2</td>
<td>119</td>
<td>52.7</td>
<td>40</td>
<td>17.7</td>
<td>19</td>
<td>8.4</td>
</tr>
<tr>
<td>Extent to which salary earned meet desired needs and aspirations.</td>
<td>6</td>
<td>2.7</td>
<td>24</td>
<td>10.6</td>
<td>80</td>
<td>35.4</td>
<td>116</td>
<td>51.3</td>
</tr>
<tr>
<td>Allowances received from employer.</td>
<td>5</td>
<td>2.2</td>
<td>15</td>
<td>6.6</td>
<td>105</td>
<td>46.5</td>
<td>101</td>
<td>44.7</td>
</tr>
<tr>
<td>Amount of annual increment awarded by employer.</td>
<td>4</td>
<td>1.8</td>
<td>26</td>
<td>11.5</td>
<td>101</td>
<td>44.7</td>
<td>95</td>
<td>42.0</td>
</tr>
<tr>
<td>Amount of salary earned compared to other cadres of personnel with same level of education in other sectors</td>
<td>3</td>
<td>1.3</td>
<td>15</td>
<td>6.6</td>
<td>67</td>
<td>29.6</td>
<td>141</td>
<td>62.4</td>
</tr>
<tr>
<td>Medical cover offered by the PSCK</td>
<td>11</td>
<td>4.9</td>
<td>19</td>
<td>8.4</td>
<td>87</td>
<td>38.5</td>
<td>109</td>
<td>48.2</td>
</tr>
<tr>
<td>Pension scheme arranged by the PSCK for employees</td>
<td>10</td>
<td>4.4</td>
<td>61</td>
<td>27.0</td>
<td>98</td>
<td>43.4</td>
<td>57</td>
<td>25.2</td>
</tr>
</tbody>
</table>

The remuneration factors accounting most for motivation of civil servants were:

- Timely payment of salary to employees, and  
- Timely submission of statutory deductions to respective bodies
4.2.3.2 Influence of Working Conditions on Motivation of Civil Servants

There were eight items on the motivation scale measuring the level of motivation of civil servants in relation to working conditions. The level of motivation regarding each of these items is presented in Table 4.4

<table>
<thead>
<tr>
<th>Factors Related to Working Conditions</th>
<th>H. M</th>
<th>M</th>
<th>D</th>
<th>H. D.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>N</td>
<td>%</td>
<td>N</td>
<td>%</td>
</tr>
<tr>
<td>The spelling out of job description by PSCK</td>
<td>18</td>
<td>8.0</td>
<td>117</td>
<td>51.8</td>
</tr>
<tr>
<td>Amount of work allocated per day</td>
<td>74</td>
<td>15.0</td>
<td>117</td>
<td>51.8</td>
</tr>
<tr>
<td>Quality and availability of houses provided by the employer</td>
<td>3</td>
<td>1.3</td>
<td>33</td>
<td>14.6</td>
</tr>
<tr>
<td>Quality of special services such as free lunch and tea provided in the workplace</td>
<td>1</td>
<td>.4</td>
<td>14</td>
<td>6.2</td>
</tr>
<tr>
<td>Manner in which PSCK handles workers grievances</td>
<td>11</td>
<td>4.9</td>
<td>46</td>
<td>20.4</td>
</tr>
<tr>
<td>Provision of working tools, uniforms and equipment</td>
<td>8</td>
<td>3.5</td>
<td>80</td>
<td>35.4</td>
</tr>
<tr>
<td>The manner in which PSCK handles workers problems</td>
<td>4</td>
<td>1.8</td>
<td>59</td>
<td>26.1</td>
</tr>
<tr>
<td>Availability of safety gadgets e.g. gloves, raincoats and gas masks</td>
<td>3</td>
<td>1.3</td>
<td>24</td>
<td>10.6</td>
</tr>
</tbody>
</table>

From Table 4.4, it can be seen that the following working conditions factors contributed most to motivation of civil servants:

- The spelling out of job description by PSCK, and
- Amount of work allocated per day.

On the other hand, the following factors contributed highly to demotivation of civil servants regarding working conditions:

- Quality and quantity of special services such as free lunch and tea provided in the workplace
On the other hand, the following remuneration factors accounted most for demotivation:

- Amount of salary received for work done
- Extent to which salary earned meets desired needs and aspirations
- Allowances received from employer
- Amount of annual increment awarded by employer
- Amount of salary earned compared to other cadres of personnel in other sectors with same level of education
- Medical cover offered by the Public Service Commission

Figure 4.3 shows how the civil servants scored on the overall regarding remuneration.

**Figure 4.3** Overall motivation of civil servants in relation to remuneration

![Graph showing levels of motivation](image)

Figure 4.3 shows that most of the civil servants were demotivated with salary received, whereby 159 (70.4%) were demotivated and 37 (16.4%) highly demotivated. Three (1.3%) civil servants were highly motivated and another 27 (11.9%) motivated with remuneration.
• Quality and availability of houses provided by the employer
• Availability of working tools and safety gadgets e.g. gloves, raincoats and gas masks
• Manner in which PSCK handles workers grievances
• The manner in which PSCK handles workers problems

On the overall, the civil servants’ level of motivation regarding working conditions was as shown in figure 4.4

**Figure 4.4 Overall motivation of civil servants in relation to working conditions**

- **Highly Demotivated**
  - (n=49)
  - 21.7%
- **Motivated**
  - (n=29)
  - 12.8%
- **Demotivated**
  - (n=148)
  - 65.5%

From figure 4.4, it can be seen that majority of the civil servants were demotivated with respect to working conditions, with 49 (21.7%) being highly demotivated and 148 (65.5%) being demotivated. Only 29 (12.8%) of the civil servants were motivated with the working conditions.
4.2.3.3 Influence of Promotion and Professional growth factors on Motivation of Civil Servants

Seven items were used to measure motivation of civil servants in relation to promotion and professional growth. Table 4.5 shows the level of motivation of civil servants in each of the seven items.

<table>
<thead>
<tr>
<th>Factors Related to Promotion and Growth of Employees</th>
<th>H.M</th>
<th>M</th>
<th>D</th>
<th>H.D</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>N</td>
<td>%</td>
<td>N</td>
<td>%</td>
</tr>
<tr>
<td>Encouragement received from employer to undergo in-service courses/seminars</td>
<td>24</td>
<td>10.6</td>
<td>61</td>
<td>27.0</td>
</tr>
<tr>
<td>Availability of promotion positions for workers</td>
<td>8</td>
<td>3.5</td>
<td>38</td>
<td>16.8</td>
</tr>
<tr>
<td>Current procedures employed by PSCK to promote employees</td>
<td>8</td>
<td>3.5</td>
<td>38</td>
<td>16.8</td>
</tr>
<tr>
<td>Availability of scheme of service detailing progression of staff after serving for a given number of years</td>
<td>10</td>
<td>4.4</td>
<td>41</td>
<td>18.1</td>
</tr>
<tr>
<td>Encouragement and stimulation employees receive to think and work independently</td>
<td>13</td>
<td>5.8</td>
<td>104</td>
<td>46.0</td>
</tr>
<tr>
<td>Number of professional speakers invited to advice workers on professional growth</td>
<td>8</td>
<td>3.5</td>
<td>33</td>
<td>14.6</td>
</tr>
<tr>
<td>Encouragement received from HOD to pursue further studies and training</td>
<td>25</td>
<td>11.1</td>
<td>100</td>
<td>44.2</td>
</tr>
</tbody>
</table>

The only two promotion and professional growth factors contributing highly to motivation of civil servants were encouragement and stimulation employees receive to think and work independently and encouragement received from HOD to pursue further studies and training.

On the other hand, the following factors contributed highly to demotivation of the civil servants:
- Availability of promotion positions for workers
- Current procedures employed by PSCK to promote employees, and
- Availability of scheme of service detailing progression of staff after serving for a given number of years.

Figure 4.5 shows how the civil servants scored on overall motivation in relation to promotion and professional growth.

**Figure 4.5  Overall motivations of civil servants in relation to promotion and professional growth**

![Graph showing motivation levels of civil servants](image)

Fifty (22.1%) civil servants were highly demotivated and 127 (56.2%) demotivated in relation to promotion and professional growth. On the other hand, five (2.2%) were highly motivated and 44 (19.5%) motivated with promotion and professional growth factors.
4.2.3.4 Influence of Advancement on Motivation of Civil Servants

There were five items measuring motivation level of civil servants in relation to advancement. The civil servants responded as shown in Table 4.6 regarding the five items.

Table 4.6 Level of motivation of civil servants with regard to advancement

<table>
<thead>
<tr>
<th>Factors Related to Advancement</th>
<th>H.M N %</th>
<th>M N %</th>
<th>D N %</th>
<th>H.D. N %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extent to which members of staff are recommended for further education</td>
<td>14 6.2</td>
<td>62 27.4</td>
<td>92 40.7</td>
<td>58 25.7</td>
</tr>
<tr>
<td>Willingness of PSCK to assist you to acquire study leave.</td>
<td>9 4.0</td>
<td>56 24.8</td>
<td>83 36.7</td>
<td>78 34.5</td>
</tr>
<tr>
<td>Extent to which the employer grants paid study leave or time-off to the employees</td>
<td>12 5.3</td>
<td>55 24.3</td>
<td>81 35.8</td>
<td>78 34.5</td>
</tr>
<tr>
<td>Number of scholarships available for employees to pursue further education.</td>
<td>1 0.4</td>
<td>19 8.4</td>
<td>76 33.6</td>
<td>130 57.5</td>
</tr>
<tr>
<td>The information availed to you by senior officers on available training opportunities.</td>
<td>14 6.2</td>
<td>72 31.9</td>
<td>75 33.2</td>
<td>65 28.8</td>
</tr>
</tbody>
</table>

Table 4.6 shows that over 50% of the civil servants were demotivated with all factors related to advancement.

Figure 4.6 shows the civil servants scored on the overall regarding advancement. The figure shows that again, most of the civil servants were demotivated with advancement procedures, whereby 64 (28.3%) were highly demotivated and another 120 (53.1%) were demotivated. Only one (0.5%) civil servants was highly motivated and 41 (10.1%) motivated with advancement procedures.
4.2.3.5 Influence of Work Itself on Motivation of Civil Servants

Six items measured level of motivation of civil servants in relation to work itself. Table 4.7 shows how they scored on each of these items.

Table 4.7  Level of motivation of civil servants with regard to work itself

<table>
<thead>
<tr>
<th>Factors Related to Work Itself</th>
<th>H.M</th>
<th></th>
<th>M</th>
<th></th>
<th>D</th>
<th></th>
<th>H.D</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>N</td>
<td>%</td>
<td>N</td>
<td>%</td>
<td>N</td>
<td>%</td>
<td>N</td>
<td>%</td>
</tr>
<tr>
<td>Personal satisfaction derived from the job</td>
<td>40</td>
<td>17.7</td>
<td>140</td>
<td>61.9</td>
<td>34</td>
<td>15.0</td>
<td>12</td>
<td>5.3</td>
</tr>
<tr>
<td>Prestige and status attached to your job/profession by the society</td>
<td>46</td>
<td>20.4</td>
<td>118</td>
<td>52.2</td>
<td>49</td>
<td>21.7</td>
<td>13</td>
<td>5.8</td>
</tr>
<tr>
<td>Extent to which your work meets your personal needs.</td>
<td>7</td>
<td>3.1</td>
<td>70</td>
<td>31.0</td>
<td>104</td>
<td>46.0</td>
<td>45</td>
<td>19.9</td>
</tr>
<tr>
<td>Contribution made towards giving efficient service to the public</td>
<td>78</td>
<td>34.5</td>
<td>124</td>
<td>54.9</td>
<td>12</td>
<td>5.3</td>
<td>12</td>
<td>5.3</td>
</tr>
<tr>
<td>The high ethical standards expected by Kenyans from civil servants.</td>
<td>58</td>
<td>25.7</td>
<td>110</td>
<td>48.7</td>
<td>43</td>
<td>19.0</td>
<td>15</td>
<td>6.6</td>
</tr>
<tr>
<td>The contentment experienced when effective services are delivered to clients</td>
<td>110</td>
<td>48.7</td>
<td>108</td>
<td>47.8</td>
<td>2</td>
<td>.9</td>
<td>6</td>
<td>2.7</td>
</tr>
</tbody>
</table>

It emerged, as shown in Table 4.7, that the following factors contributed most to motivation of civil servants:
- Personal satisfaction derived from the job
- Prestige and status attached to the job/profession by the society
- Contribution made towards giving efficient service to the public
- The contentment experienced when effective services are delivered to clients
- The high ethical standards expected by Kenyans from civil servants.

Only one factor, that is extent to which civil servants' work meets their personal needs, contributed highly to demotivation.

Figure 4.7 shows how the civil servants scored on the overall regarding work itself.

**Figure 4.7  Overall motivations of civil servants in relation to work itself**

<table>
<thead>
<tr>
<th>Demotivated (n=41)</th>
<th>Highly Demotivated (n=4)</th>
<th>Highly Motivated (n=19)</th>
</tr>
</thead>
<tbody>
<tr>
<td>18.1%</td>
<td>1.8%</td>
<td>8.4%</td>
</tr>
</tbody>
</table>

Motivated (n=162)
71.7%

Figure 4.7 shows that most of the civil servants in Isiolo were motivated in relation to work itself, with 19 (8.4%) being highly motivated and 162 (71.7%) being motivated. Only four (1.8%) civil servants were highly demotivated and another 41 (18.1%) demotivated with regard to work itself.
4.2.3.6 Influence of Administration and Supervision on Motivation of Civil Servants

Nine items in the motivation scale measured civil servants level of motivation in relation to administration and supervision. Table 4.8 shows how they scored on these items.

**Table 4.8 Level of motivation of civil servants in relation to administration and supervision**

<table>
<thead>
<tr>
<th>Factors Related to Administration and Supervision</th>
<th>H.M</th>
<th>M</th>
<th>D</th>
<th>H.D.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supervisory procedures employed by HOD to evaluate your work.</td>
<td>34</td>
<td>15.0</td>
<td>142</td>
<td>62.8</td>
</tr>
<tr>
<td>Job performance appraisal practices employed by the PSCK</td>
<td>15</td>
<td>6.6</td>
<td>103</td>
<td>45.6</td>
</tr>
<tr>
<td>Type of feedback received from HOD on your performance.</td>
<td>27</td>
<td>11.9</td>
<td>104</td>
<td>46.0</td>
</tr>
<tr>
<td>Extent to which you are involved in policy formulation in PSCK.</td>
<td>7</td>
<td>3.1</td>
<td>50</td>
<td>22.1</td>
</tr>
<tr>
<td>Extent to which HOD allows you to make independent decisions related to your work.</td>
<td>48</td>
<td>21.2</td>
<td>131</td>
<td>58.0</td>
</tr>
<tr>
<td>Procedures used by the HOD in delegation of special responsibilities to employees.</td>
<td>17</td>
<td>7.5</td>
<td>154</td>
<td>68.1</td>
</tr>
<tr>
<td>Extent to which you are involved in the preparation of department budget.</td>
<td>7</td>
<td>3.1</td>
<td>86</td>
<td>38.1</td>
</tr>
<tr>
<td>All issues pertaining to development in your department being decided by policy makers - PSCK.</td>
<td>4</td>
<td>1.8</td>
<td>78</td>
<td>34.5</td>
</tr>
<tr>
<td>Willingness of your supervisor to assist employees in their personal problems.</td>
<td>50</td>
<td>22.1</td>
<td>111</td>
<td>49.1</td>
</tr>
</tbody>
</table>

The administration and supervision factors that contributed most to civil servants’ motivation were:

- Supervisory procedures employed by heads of department to evaluate civil servants’ work.
- Extent to which heads of department allow employees to make independent decisions related to their work
• Procedures used by the heads of department in delegation of special responsibilities to employees, and
• Willingness of supervisors to assist employees in their personal problems.

On the other hand, the following administration and supervision factors contributed most to civil servants' demotivation:

• Extent to which employees are involved in policy formulation in PSCK.
• Extent to which employees are involved in the preparation of department budget.
• All issues pertaining to development in all departments being decided by policy makers (PSCK).

Figure 4.8 shows how the civil servants scored on the overall, regarding administration and supervision.

**Figure 4.8** Overall motivations of civil servants in relation to administration and supervision

<table>
<thead>
<tr>
<th>Motivation level</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Highly Demotivated (n=4)</td>
<td>1.8%</td>
</tr>
<tr>
<td>Demotivated (n=91)</td>
<td>40.3%</td>
</tr>
<tr>
<td>Motivated (n=126)</td>
<td>55.7%</td>
</tr>
<tr>
<td>Highly Motivated (n=5)</td>
<td>2.2%</td>
</tr>
</tbody>
</table>
From Figure 4.8, it can be seen that 126 (55.7%) of the civil servants were motivated and five (2.2%) of them highly motivated with regard to administration and supervision. Four (1.8%) were highly demotivated and 91 (40.3%) demotivated with regard to administration and supervision.

4.2.3.7 Influence of Interpersonal Relations with Co-workers on Motivation of Civil Servants

Seven items on the motivation scale measured motivation level of civil servants regarding their interpersonal relations with co-workers. Table 4.9 shows how they scored on each of these items.

Table 4.9  Level of motivation of civil servants in relations to interpersonal relations with co-workers

<table>
<thead>
<tr>
<th>Interpersonal Relations</th>
<th>H. M.</th>
<th></th>
<th>M</th>
<th></th>
<th>D</th>
<th></th>
<th>H. D.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>N</td>
<td>%</td>
<td>N</td>
<td>%</td>
<td>N</td>
<td>%</td>
<td>N</td>
</tr>
<tr>
<td>Extent to which CEO interacts socially with individual employees.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ability of supervisor to solve conflicts and encourage teamwork</td>
<td>51</td>
<td>22.6</td>
<td>140</td>
<td>61.9</td>
<td>30</td>
<td>13.3</td>
<td>5</td>
</tr>
<tr>
<td>Extent to which you hold general staff meetings per year</td>
<td>48</td>
<td>21.2</td>
<td>145</td>
<td>64.2</td>
<td>32</td>
<td>14.2</td>
<td>1</td>
</tr>
<tr>
<td>The value of the discussions held during staff meetings</td>
<td>26</td>
<td>11.5</td>
<td>153</td>
<td>67.7</td>
<td>37</td>
<td>16.4</td>
<td>10</td>
</tr>
<tr>
<td>The attitude exhibited by members of staff towards the department management.</td>
<td>51</td>
<td>22.6</td>
<td>137</td>
<td>60.6</td>
<td>25</td>
<td>11.1</td>
<td>13</td>
</tr>
<tr>
<td>Extent to which the department encourages you to participate in community activities.</td>
<td>44</td>
<td>19.5</td>
<td>141</td>
<td>62.4</td>
<td>36</td>
<td>15.9</td>
<td>5</td>
</tr>
<tr>
<td>Attitude the management has towards social groupings within your workplace</td>
<td>33</td>
<td>14.6</td>
<td>118</td>
<td>52.2</td>
<td>60</td>
<td>26.5</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td>35</td>
<td>15.5</td>
<td>115</td>
<td>50.9</td>
<td>60</td>
<td>26.5</td>
<td>16</td>
</tr>
</tbody>
</table>

Table 4.9 shows that in all factors relating to interpersonal relations with co-workers, over 50% were motivated.

Figure 4.9 shows the overall motivation of civil servants with regard to interpersonal relation with co-workers.
From Figure 4.9, it can be seen that majority of the civil servants were motivated in relation to interpersonal relations with co-workers, whereby 23 (10.2%) were highly motivated and 166 (73.5%) motivated. Thirty seven (16.4%) civil servants were demotivated with respect to interpersonal relations with co-workers.

4.2.3.8 Influence of Level of Responsibility on Motivation of Civil Servants

There were four items on the motivation scale measuring level of motivation of civil servants regarding level of responsibility delegated to them in their job. Table 4.10 shows how the civil servants scored on each of these four items.
Table 4.10  Level of motivation of civil servants in relation to level of responsibility

<table>
<thead>
<tr>
<th>Factors Related To Responsibility</th>
<th>H.M</th>
<th>M</th>
<th>D</th>
<th>H.D.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adequacy of authority given to carry out the job specified in your job description</td>
<td>30</td>
<td>13.3</td>
<td>127</td>
<td>56.2</td>
</tr>
<tr>
<td>Level of challenge you attach to your job</td>
<td>33</td>
<td>14.6</td>
<td>146</td>
<td>64.6</td>
</tr>
<tr>
<td>Level accountability to the residents on your service delivery</td>
<td>39</td>
<td>17.3</td>
<td>141</td>
<td>62.4</td>
</tr>
<tr>
<td>Extent to which you are held accountable for your job-related decisions</td>
<td>33</td>
<td>14.6</td>
<td>113</td>
<td>50.0</td>
</tr>
</tbody>
</table>

It can be seen from Table 4.10 that in all the four factors related to responsibility, over 50% of the civil servants were motivated.

Figure 4.10 shows the overall motivation level of civil servants in relation to level of responsibility.

**Figure 4.10  Overall motivation of civil servants in relation to level of responsibility**

- **Highly Demotivated (n=11)** 4.9%
- **Demotivated (n=53)** 23.4%
- **Motivated (n=149)** 65.9%
- **Highly Motivated (n=13)** 5.8%
Figure 4.10 shows that 149 (65.9%) of the civil servants were motivated and 13 (5.8%) highly motivated with respect to level of responsibility delegated to them. On the other hand, eleven (4.9%) were highly demotivated and 53 (23.4%) demotivated in relation to level of responsibility.

4.3 Qualitative Analysis

The third question of the study asked: How can motivation of civil servants in Kenya be improved in order to enhance effective service delivery to members of the public?

The motivation questionnaire contained an item asking civil servants to suggest ways through which their motivation could be improved.

In response, the civil servants suggested the following:

- Salary should be increased
- There should be more allowances especially for those working in hardship areas
- Promotion procedures should be improved and meritocracy considered
- The public service commission should consult all public servants on how to handle their affairs
- The government should offer further training opportunities for civil servants
- Refresher courses, seminars and workshop should be organized frequently
- Salary should be commensurate with performance
- Public Service Commission should avail all required resources to enable effective service delivery.
- Reduce workload by employing more staff and proper sharing of duties.
- Find ways of rewarding good work done.
• The supervisors should be willing to listen to individual problems and assist in solving them.

4.4 Summary of Data Analysis

In this chapter the data analysis procedures as well as the results of the study have been presented. The results were based on data collected from 226 civil servants from Isiolo district. The results were presented using frequency tables, bar graphs and pie charts for ease of interpretation. The major statistics used were frequency counts and percentages.
5.0 SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of Major Findings

The study, whose main objective was to find out the factors that affect motivation of civil servants in Isiolo District, was conducted among 250 civil servants who were selected from using random sampling technique from all the 2500 civil servants in Isiolo District. Results of the study, however, are based on data analysis conducted using 226 civil servants, as some of the participants did not return their questionnaires.

Concerning the overall level of motivation, the study found out that majority of the civil servants were demotivated, whereby 62.8% of them were demotivated and 0.9% highly demotivated. Only 0.9% of the civil servants were highly motivated and 35.4% motivated.

Regarding salary related factors, most of the civil servants were demotivated, whereby 70.4% were demotivated and 16.4% highly demotivated.

The study established that majority of the civil servants were demotivated with respect to working conditions, with 21.7% being highly demotivated and 65.5% being demotivated. Only 12.8% of the civil servants were motivated with the working conditions.

Regarding to promotion and professional growth 22.1% of the civil servants were highly demotivated and 56.2% demotivated. On the other hand, 2.2% were highly motivated and 19.5% motivated.
Most of the civil servants were demotivated with advancement procedures, whereby 28.3% were highly demotivated and another 53.1% were demotivated. Only one 0.5% of the civil servants was highly motivated and 10.1% of them motivated with advancement procedures.

Another finding of the study was that most of the civil servants in Isiolo were motivated in relation to work itself, with 8.4% of them being highly motivated and 71.7% being motivated. Only 1.8% civil servants were highly demotivated and another 18.1% demotivated with regard to work itself.

The study further established that 55.7% of the civil servants were motivated and 2.2% of them highly motivated with regard to administration and supervision. Another 1.8% of them were highly demotivated and 40.3% demotivated with regard to administration and supervision.

On interpersonal relations with coworkers, majority of the civil servants were motivated, whereby 10.2% of them were highly motivated and 73.5% motivated. Only 16.4% of the civil servants were demotivated with respect to interpersonal relations with co-workers.

Regarding level of responsibility delegated to civil servants 65.9% of them were motivated and 5.8% highly motivated. On the other hand, 4.9% of them were highly demotivated and 23.4% demotivated in relation to level of responsibility.
5.2 Answers to Research Questions

The first question of the study asked: What is the overall level of motivation among civil servants in Isiolo District? The study found out that on the overall, majority of the civil servants were demotivated, whereby 62.8% of them were demotivated and 0.9% highly demotivated. Only 0.9% of the civil servants were highly motivated and 35.4% motivated.

The second question of the study asked: How does each of the following factors influence motivation of civil servants in Isiolo District: remuneration, working conditions, promotion and professional growth, advancement, work itself, administration and supervision, interpersonal relation with co-workers, and level of responsibility?

The study found out that the areas contributing most to civil servants' demotivation with remuneration factors were amount of salary received for work done, extent to which salary earned met desired needs and aspirations, allowances received from employer, amount of annual increment awarded by employer, amount of salary earned compared to other cadres of personnel in other sectors with same level of education, and medical cover offered by the Public Service Commission. The factors that contributed to motivation of civil servants in relation to remuneration were timely payment of salary to employees, and timely submission of statutory deductions to respective bodies.

The areas that contributed most to demotivation in relation to working conditions area were quality and quantity of special services such as free lunch and tea provided in the workplace; quality and availability of houses provided by the employer; availability of working tools and safety gadgets e.g. gloves, raincoats and gas masks; manner in which
PSCK handles workers grievances, and the manner in which PSCK handles workers problems.

Demotivation in relation to promotion and professional growth was largely due to lack of promotion positions for workers, the procedures employed by PSCK to promote employees, and unavailability of scheme of service detailing progression of staff after serving for a given number of years. The only two promotion and professional growth factors contributing highly to motivation of civil servants were encouragement and stimulation employees receive to think and work independently and encouragement received from heads of departments to pursue further studies and training.

All factors related to advancement contributed highly to motivation of civil servants. These factors were: the extent to which members of staff are recommended for further education, willingness of PSCK to assist employees to acquire study leave, extent to which the employer grants paid study leave or time-off to the employees, number of scholarships available for employees to pursue further education, and the information availed to employees by senior officers on available training opportunities.

Civil servants were highly motivated regarding most of work itself factors, including; personal satisfaction derived from the job, prestige and status attached to the job/profession by the society, contribution made towards giving efficient service to the public, the contentment experienced when effective services are delivered to clients, and the high ethical standards expected by Kenyans from civil servants.

Regarding administration and supervision, some areas resulted to motivation of civil servants. These are, supervisory procedures employed by heads of department to evaluate
civil servants’ work, extent to which heads of department allow employees to make independent decisions related to their work, procedures used by the heads of department in delegation of special responsibilities to employees, and willingness of supervisors to assist employees in their personal problems. On the other hand, the factors that contributed most to civil servants’ demotivation with administration and supervision were extent to which employees are involved in policy formulation in PSCK, extent to which employees are involved in the preparation of department budget, and all issues pertaining to development in all departments being decided by policy makers (PSCK).

On interpersonal relationships with coworkers, where majority of the civil servants were motivated, the factors contributing most to motivation were extent to which CEO interacts socially with individual employees, extent to which employees hold general staff meetings per year, the value of the discussions held during staff meetings, extent to which the department encourages employees to participate in community activities, and the attitude the management has towards social groupings within the workplace.

Civil servants recorded high motivation in level of responsibility delegated to them. This high motivation was contributed by adequacy of authority given to carry out the job specified in their job descriptions, level of challenge employees attach to their job, level accountability to the residents on service delivery, and extent to which civil servants are held accountable for their job-related decisions.

5.3 Conclusion

This study came up with significant findings relating to factors affecting motivation of civil servants in Isiolo district. It emerged that civil servants were motivated in relation to
work itself, administration and supervision, interpersonal relations with coworkers, and level of responsibility delegated to them. On the other hand, the following factors accounted for civil servants’ demotivation: remuneration, working conditions, promotion and professional growth, and advancement opportunities. On the overall, most of the civil servants were demotivated.

The study findings are in line with much of the literature reviewed. For instance, the finding that most civil servants were demotivated with remuneration factors supports the Union of Kenya Civil Servants (UKCS, 2003) observation that the wage differentials within the Civil Service are discriminatory in nature, demoralizing and demotivating. The Union of Kenya Civil Servants further noted that poor working conditions, lack of harmonized terms and conditions of service, and nasty programmes which are imposed on employees before they are vetted and tested (UKCS, 2003), all lead to demoralization and inefficiency in its delivery of services to the public.

It can therefore be concluded that although the work of a civil servant is motivating (majority were motivated with work itself), and the supervisors were relating well with employees, poor working conditions, lack opportunities for career advancement for civil servants, and poor pay demotivate civil servants, and thus affects service delivery to the public.
5.4 Recommendations

Based on the findings of the study, the following recommendations are made:

1. The Public Service Commission of Kenya should come up with a professional development and promotion policy for civil servants to facilitate progression of employees from one grade to the next.

2. The working conditions of civil servants need to be improved. Working tools, safety gadgets, security, and housing facilities should be provided and/or improved in order to motivate employees.

3. The government, through the Public Service Commission of Kenya, should provide paid study leaves and scholarships for civil servants to pursue further education. Opportunities for further training should be communicated promptly especially to civil servants serving in poor communication areas like Isiolo district. At the same time, the PSCK should organize seminars and workshops for civil servants at the district level. This would enable employees working in hardship areas to access training opportunities.

5.5 Suggestions for Further Study

There is need to carry out a similar study in other districts to find out if the findings can be replicated. A study could also be carried out to find out the influence of motivation on performance among civil servants in Kenya.
BIBLIOGRAPHY


UKCS (2003): UKCS Newsletter, Issue No. 1, Nairobi, Union of Kenya Civil Servants


APPENDIX I

QUESTIONNAIRE FOR CIVIL SERVANTS

Preamble:

The researcher is a student at Kenyatta University. The study seeks to investigate factors that affect motivation of employees at their work place. The information collected through this questionnaire will be used for academic purposes only and will be strictly confidential.

Your co-operation on this matter will be highly appreciated.
INTRODUCTION

This questionnaire is meant to collect information concerning factors that motivate/demotivate you at work. It is very important that you give all the information required as accurately and honestly as possible. The information you are going to give here is going to be treated confidentially.

Instructions

Please Answer All Questions.

Place a tick [✓] on the correct response with your.

Write your answers on the blank spaces provided.

Section A: Personal Data

1. Your age in years ......................

2. Gender Male [ ] Female [ ]

3. Marital Status
   Single [ ] Married [ ]

4. Academic Qualifications
   Primary certificate [ ]
   Secondary certificate [ ]
   Post-secondary certificate [ ]
   Post-secondary Diploma [ ]
   University graduate [ ]
   Master's [ ]
   Other (Specify) .................................................................

5. a) Grade/Position held in the civil service...........................................
    b) Department ............................................................................
    c) Date of First appointment ......................................................
    d) Date of latest promotion ......................................................
Section B: Factors Affecting Motivation

There are various factors which either motivate or demotivate employees in their place of work. Some of these factors are listed in the tables below.

You are kindly requested to state your degree of motivation or demotivation in relation to each of the given items on a 4-point scale. Insert a cross (x) in the most appropriate column. Use the key below when responding.

Key

H. M. = Highly Motivated
M = Motivated
D = Demotivated
H. D. = Highly Demotivated

To what extent are you motivated are you with...

<table>
<thead>
<tr>
<th>Interpersonal Relations</th>
<th>Level of Motivation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1... the extent to which the chief executive officer interacts socially with individual employees.</td>
<td>H. M.   M  D  H. D.</td>
</tr>
<tr>
<td>2... the ability of the establishment officer/supervisor to solve conflicts and encourage teamwork in the workplace.</td>
<td></td>
</tr>
<tr>
<td>3... the extent to which you hold general staff meetings per year</td>
<td></td>
</tr>
<tr>
<td>4... the value of the discussions held during staff meetings (if any)</td>
<td></td>
</tr>
<tr>
<td>5... the attitude exhibited by the members of staff towards the department management.</td>
<td></td>
</tr>
<tr>
<td>6... the extent to which the department encourages you to participate in community activities.</td>
<td></td>
</tr>
<tr>
<td>7... the attitude the management has towards the social groupings within your workplace e.g. workers union and staff welfare.</td>
<td></td>
</tr>
<tr>
<td>Remuneration Related Factors</td>
<td>Level of Motivation</td>
</tr>
<tr>
<td>---------------------------------------------------------------------------------------------</td>
<td>---------------------</td>
</tr>
<tr>
<td>8...the amount of salary you receive for your work.</td>
<td>H. M M D H. D.</td>
</tr>
<tr>
<td>9...Timely payment of salary to the employees</td>
<td></td>
</tr>
<tr>
<td>10...timely submission of statutory deductions to the respective bodies (NHIF, NSSF, SF, PF and Cooperative deductions etc)</td>
<td></td>
</tr>
<tr>
<td>11... The extent to which the salary you earn meet your desired needs and aspirations.</td>
<td></td>
</tr>
<tr>
<td>12...the allowances (e.g. house, non-practicing, leave, travel etc) that you receive from your employer.</td>
<td></td>
</tr>
<tr>
<td>13... the amount of annual increment awarded to you by your employer.</td>
<td></td>
</tr>
<tr>
<td>14... the amount of salary you earn as compared to other cadres of personnel with your level of education but employed in other sectors of the economy.</td>
<td></td>
</tr>
<tr>
<td>15. ... the medical cover offered to you by the PSCK</td>
<td></td>
</tr>
<tr>
<td>16. ...the pension scheme arranged by the PSCK for employees</td>
<td></td>
</tr>
<tr>
<td>Factors Related to Working Conditions</td>
<td>H. M M D H. D.</td>
</tr>
<tr>
<td>17. ... the spelling out of your job description by the PSCK (detailing the list of duties an employee performs)</td>
<td></td>
</tr>
<tr>
<td>18. ... the amount of work allocated to you per day.</td>
<td></td>
</tr>
<tr>
<td>19. ... the quality and availability of houses provided to you by the employer.</td>
<td></td>
</tr>
<tr>
<td>20. ... the quality and quantity of special services such as free lunch and tea provided for the workers in your workplace.</td>
<td></td>
</tr>
<tr>
<td>21. ... the effectiveness and manner in which the PSCK handles workers grievances.</td>
<td></td>
</tr>
<tr>
<td>22. ... the extent to which you are provided with working tools, uniforms and equipment.</td>
<td></td>
</tr>
<tr>
<td>23. ... the manner in which the PSCK handles workers problems.</td>
<td></td>
</tr>
<tr>
<td>24. ... the availability of safety gadgets e.g. gloves, raincoats and gas masks for your work</td>
<td></td>
</tr>
<tr>
<td>Factors Related to Promotion and Growth of Employees</td>
<td>Level of Motivation</td>
</tr>
<tr>
<td>-----------------------------------------------------</td>
<td>---------------------</td>
</tr>
<tr>
<td>25. ... the encouragement and assistance you receive from the employer to participate in the in-service courses and seminars related to your job.</td>
<td>H.M</td>
</tr>
<tr>
<td>26... the availability of promotion positions for workers at your level</td>
<td></td>
</tr>
<tr>
<td>27 ... the current method and procedures employed by the public service commission to promote employees.</td>
<td></td>
</tr>
<tr>
<td>28...the availability of scheme of service which details the progression of staff after serving for a given number of years.</td>
<td></td>
</tr>
<tr>
<td>29... the encouragement and stimulation employees receive from chief officers to think and work independently to accomplish the various tasks and assignments.</td>
<td></td>
</tr>
<tr>
<td>30... the number of professional speakers invited in your workplace to advice workers on professional growth.</td>
<td></td>
</tr>
<tr>
<td>31.... the encouragement you receive from the head of the department to seek and pursue further studies and training.</td>
<td></td>
</tr>
<tr>
<td><strong>Factors Related to Advancement</strong></td>
<td>H.M</td>
</tr>
<tr>
<td>32. ... the extent to which members of staff in your place of work are recommended for further education and training.</td>
<td></td>
</tr>
<tr>
<td>33.... the willingness of the PSCK to assist you acquire a study leave.</td>
<td></td>
</tr>
<tr>
<td>34. ... the extent to which the employer grants paid study leave or time-off to the employees</td>
<td></td>
</tr>
<tr>
<td>35.... the number of scholarships available to enable employees pursue further education.</td>
<td></td>
</tr>
<tr>
<td>36. ... the information availed to you by the senior officers on available training opportunities.</td>
<td></td>
</tr>
<tr>
<td><strong>Factors Related To Responsibility</strong></td>
<td>H.M</td>
</tr>
<tr>
<td>37... the adequacy of authority given to carry out the job specified in your job description</td>
<td></td>
</tr>
<tr>
<td>38... the level of challenge you attach to your job</td>
<td></td>
</tr>
<tr>
<td>39... the level accountability to the residents on your service delivery</td>
<td></td>
</tr>
<tr>
<td>40 ... Extent to which you are held accountable for your job-related decisions.</td>
<td></td>
</tr>
</tbody>
</table>
To what extent are you motivated are you with...

<table>
<thead>
<tr>
<th>Factors Related to Work Itself</th>
<th>Level of Motivation</th>
</tr>
</thead>
<tbody>
<tr>
<td>41. ... the personal satisfaction that you derive from the job that you do.</td>
<td>H.M</td>
</tr>
<tr>
<td>42. ... the prestige and status attached to your job/profession by the society.</td>
<td>M</td>
</tr>
<tr>
<td>43. ... the extent to which your work meets your personal needs.</td>
<td>D</td>
</tr>
<tr>
<td>44. ... the contribution you make towards giving efficient and effective service to the people that you serve.</td>
<td>H.D.</td>
</tr>
<tr>
<td>45... the high ethical standards expected by Kenyans from civil servants.</td>
<td></td>
</tr>
<tr>
<td>46... the contentment you experience when your department delivers effective services to its clients.</td>
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</tbody>
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<table>
<thead>
<tr>
<th>Factors Related to Administration and Supervision</th>
<th>H.M</th>
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<tbody>
<tr>
<td>47... the supervisory procedures employed by the heads of department to evaluate your work.</td>
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<td>48... the job performance appraisal practices employed by the PSCK.</td>
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<td>49... the type of feedback you receive from your head of department on your performance.</td>
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<td>50 ... the extent to which you are involved in the policy formulation in the PSCK.</td>
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<tr>
<td>51 ... the extent to which your head of department allows you to make independent decisions related to your work</td>
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<tr>
<td>52... the procedures used by the head of department in the delegation of special responsibilities to employees.</td>
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<tr>
<td>53... the extent to which you are involved in the actual preparation of the department budget.</td>
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<tr>
<td>54... all issues pertaining to the development in your department being decided by policy makers - PSCK.</td>
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<tr>
<td>55... the willingness of your supervisor to assist individual employees in their personal problems.</td>
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</tbody>
</table>

Suggest ways through which the PSCK could improve the motivation of its employees.