ANALYSIS OF FACTORS INFLUENCING MOTIVATION OF EMPLOYEES IN STATE PARASTATALS

(A Case Study of Kenya Bureau of Standards)

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A RESEARCH PROJECT REPORT SUBMITTED IN PARTIAL FULFILMENT OF REQUIREMENTS FOR THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION (MBA), IN THE SCHOOL OF BUSINESS, KENYATTA UNIVERSITY

SEPTEMBER 2007
DECLARATION

This research report is my original work that has never been presented to any other university.

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This research work is dedicated to my wife Pamela and our three children Emmanuel, Tabitha, and Grace who continued to show me the necessary family love and encouragement even when the studies and research involvements seemed to weigh heavily on me. Their support enabled me to remain focused on the desired ideals in all the activities and tasks that were necessary for the successes that have been realized herein.
ACKNOWLEDGEMENT

Towards the accomplishments of all the research works that form this report, I wish to appreciate the support I was given by all my friends, workmates and fellow students. I do particularly acknowledge the guidance which was given to me by among others Miss Farida, Judith Oluoch and Dr. Ogutu of Kenyatta University department of Business Studies as well as Carolyn Okul and Cecilia Mutuku both of Kenya Bureau of Standards, Human Resource Department. Last but not least I hereby acknowledge with thanks the support I obtained from my research assistants, Jacqueline Sijenyi and Florence Wanjoji of KEBS whose efforts have ensured that the research progress has been positively accomplished.
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OPERATIONAL DEFINITION OF TERMS

Employment Relationship
This describes the relationships that exist between employers and employees in the workplace; it may be formal such as contracts of employment, procedure agreements and so on, or informal, in the shape of psychological contract, which expresses certain assumptions and expectations about what managers and employers have to offer and the employees are willing to deliver (Kessler and Undy, 1996). Cole (2002) refers to it as employee relations, and defines it as the inter-relationships both formal and informal, between managers and those whom they manage. It embraces most, if not all, of the following issues: -

a) Contractual obligations between employer and the employee
b) Communications policy and practice
c) Joint decision-making
d) Joint problem-solving
e) Collective bargaining
f) Employee grievances and disciplinary policy and practice
g) Social responsibility
h) Employee development
i) Employee welfare

Motivation
Is the psychological process that gives behaviour, purpose and direction through intrinsic and extrinsic need-goal-action model in the individual decision-making mechanism.

Recruitment
Recruitment may be defined as the process of seeking, attracting and identifying a pool of qualified candidates in sufficient numbers to fill current and future work force needs. Recruiting is therefore the discovering of potential candidates for actual or anticipated vacancies.
Thus, it is a linking activity, which brings together those with jobs to be filled and those seeking jobs.

**Staff Development**

Is a long term educational process utilizing a systematic and organized procedure by which managerial personnel get conceptual and theoretical knowledge, thus, it refers not to technical skills in operation but to philosophical and theoretical educational concepts involving broader knowledge education and its purpose in long term developments. According to ICSC (2001), staff training and development refers to those opportunities identified by a staff member or provided by the organization to enable staff to continue acquiring skills and experience in pursuing their careers.

**Staff Reward System**

It is a scheme of inter-related processes concerned with the design, implementation and maintenance of both pecuniary and non-pecuniary provision for the employees of an organization. It is a combination of tangible and intangible remuneration components; David (2001) of Billy Research Services defined staff remuneration as a scheme that recognizes non-monetary benefits such as recognition, responsibility, flexible working and personal development of employees.

**Staff Training**

Training is a short-term process organized to utilize procedure by which non-managerial personnel acquire technical knowledge and skills for a definite purpose. It refers to instructions in technical and mechanical operations, like operating a machine, designated primarily for non-managers for a short duration and for a specific job-related purpose.
ACRONYMS

CEO  Chief Executive Officer
KEBS  Kenya Bureau of Standards
NSC  National Standards Council
USAID  United States Agency for International Development
ICSC  International Civil Service Commission
HRM  Human Resource Manager
ISO  International Organization for Standardization
WTO  World Trade Organization
MSTQ  Metrology, Standardization, Testing and Quality assurance
Analysis of factors influencing motivation of employees is a critical activity in the enhancement of human resource management. Due to low motivation among KEBS employees, the delivery of anticipated products and services do not meet the expectations of the wide variety of her clients.

The objectives of this study were to identify factors influencing motivation of employees in state parastatals and to conduct in-depth analysis of these factors with a view to obtaining viable alternative solutions towards enhancement of employees’ motivation. While executing the study, motivation has been treated as the dependent variable while the independent variables included employee reward and compensation, employee relations, staff training and development, and, promotions and career development.

The methodology adopted for conducting the research study was the descriptive and diagnostic research design; all the KEBS employees formed the population from which a sample was drawn using stratified random sampling method. Data collection was done using questionnaires and face to face interviews. Data analysis was done using descriptive statistics for measures of both dispersal and central tendencies.

At the end of the research studies, the significant factors influencing employee motivation in Kenya Bureau of Standards were adequately identified as being among others, employment relationship; reward and compensation management; staff training and development; and, staff promotion and career progression. The data analysis showed that employees are grossly dissatisfied with the way these important components of human resource administration have been managed at KEBS. The results have shown that employee motivation is very low and unsuitable for effective productivity. Recommendations for adoption by managers of KEBS and other state parastatals, to yield increased employee motivation and improved performance in the organisations suggested.
CHAPTER ONE
INTRODUCTION

1.1 BACKGROUND OF THE STUDY
The emergence of global village with a global economy has created a highly competitive labour market thereby exerting intense pressure on organizations seeking to obtain, utilize and retain productive employees. Writers on business strategy such as Porter (1985) and, Prahalad and Hame (1910) emphasize that competitive advantage is achieved through people. The key differentiation between good and poor performers is the quality of staff they employ and the extent to which those staff are motivated and committed to making an effective contribution to organizational success.

Motivation refers to the psychological process that gives behavior, purpose and direction and by appealing to this process, managers attempt to get individuals to willingly and to some extent, enthusiastically pursue organizational objectives. How various factors have interacted to influence employee motivation is the focus of this study with reference to KEBS as a parastatal.

According to Vroom and Deci (1970), “The question of what motivates workers to perform effectively is not an easy one to answer” and the difficulty is that researchers have made assumptions about the motives for behavior that are observed. Thus, there is always an element of subjectivity in judgments made about motivation.

All organizations are concerned with what should be done to achieve sustained high levels of performance through people. This means giving close attention to how individuals can best be motivated through such means as incentives, rewards, leadership, and the work they do, and the organizational context within which they carry out their work. The aim is to develop motivation processes and a work environment
that will help to ensure that employees optimize organizational productivity.

According to Armstrong (2003), motivation theory examines the process of motivation; it explains why people at work behave the way they do in terms of their efforts and directions. It also describes what organizations can do to encourage people to apply their efforts and abilities in ways that will further the achievement of the organizational goals as well as satisfying their own needs.

As the government places greater emphasis on the need for improved service delivery, the statutory organizations face the challenges of meeting the demands and customer needs. Their success depends on the quality of their staff in terms of motivation, commitment and loyalty in the workplace (ICSC, 2001); and therein lies the challenge of devising ways and means of maximizing the potential and opportunities for the employees.

Utilization and retention of highly productive employees in whom an organization has invested through recruitment, induction, placement, training and development, and who therefore have the job experience needed by the organizations, makes good business sense but the challenge facing the state parastatals is the stiff competition in the job market.

Businesses that have adopted staff motivation strategies are seeing an increase in the retention of valued staff as working patterns are adapted to suit the employee needs as well as those of the business (Cole, 2004). Moreover, businesses have found that staff retention results in customer loyalty, as one-time users turn into regular customers – not only because of their familiarity with the staff who serve them but also because of the high standard of service from such employees.
KEBS is a statutory organization having been established by an Act of Parliament, The standards Act, Cap 496 of the Laws of Kenya, and started its operations on 12th July 1974. The mandate of KEBS as stated in the Standards Act is to:

a) Promote standardization in commerce and industry
b) Provide testing facilities and services
c) Promote metrology and calibration services
d) Undertake educational work in standardization
e) Ensure quality assurance compliance in the national, regional and international trade activities involving Kenya.

The organizational structure of KEBS entails the top organ, National Standards Council (NSC), headed by a non-executive chairman, with the secretary to the NSC being the Chief Executive Officer (CEO) of KEBS. Under the CEO are three divisions, namely; Standards Division, Operations Division and Corporate Services Division, each headed by a general manager. The divisions are further sub-divided into departments and sections. The National Standards Council (NSC) is the policy making body charged with the task of managing KEBS. The CEO, also referred to as the Managing Director is responsible for the day-to-day management of KEBS within the policy guidelines formulated by the NSC.

KEBS is headquartered in Nairobi and the offices are located on Kapiti Road off Mombasa Road about 4 km from the city centre, behind Belle Vue Cinema. There are six regional offices located in the towns of Mombasa (Coast region), Kisumu (Lake Region), Nakuru (Rift Valley region), Nyeri (Mt. Kenya region) and Garissa (North Eastern region) for broad purposes of executing KEBS mandate on the national context. For the purposes of international trade activities KEBS has established entry and exit offices at Kilindini Port of Mombasa as well as such border points as Namanga, Isebania, Busia, Malaba, and all the airports with international flights.
KEBS workforce comprises employee establishment of 769 with 293 technical officers and 476 non-technical staff. The human resource strategy is aimed at optimal utilization of the employee potential and is drawn from the organizational strategic plan as an integral concern. To achieve the benefits of the said strategy, the HRM will have to immensely raise and sustain employee motivation.

The link between motivation theory and the practice of human resource management is crucial for organizational success because people are the greatest single asset available to an organization. The researcher had the great interest of determining the factors influencing employee motivation in so far as productivity of state parastatals is concerned – KEBS as a case study.

The core context for which KEBS was instituted is standardization and its associated activities which would in practice lead to industrial provision of good quality products and services for consumption. This is achieved by carrying out such core business activities as Metrology, Standardization; Testing and Quality assurance (MTSQ) with such associated encumbrances as calibration, training, certification and pre-shipment inspection among others.

Some of the emergent competitive insurgents that have compelled KEBS to a scenario of waking nightmares include SGS International, Bureau Veritas, Cotechna International, Intertek Services (ITS), and SWIPCO (Swiss Procurement Company) Ltd. Having established their operations in Kenya, it has become a common phenomenon seeing these competitors recruit their personnel from among the KEBS staff.

The management of KEBS has discerned that it has lost part of its market share to the competitors, all being new entrants, as attested to by the recent survey (September 2003) which was carried out by an independent body as shown in Table 1 below.
### TABLE 1 — COMPARATIVE MARKET SHARE ANALYSIS

<table>
<thead>
<tr>
<th>SERVICES</th>
<th>Organization</th>
<th>Initial market share</th>
<th>Current market share</th>
<th>Result on KEBS performance</th>
</tr>
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<tbody>
<tr>
<td>Training services</td>
<td>KEBS</td>
<td>70%</td>
<td>62.4%</td>
<td>Lost 12.4%</td>
</tr>
<tr>
<td></td>
<td>SGS</td>
<td>16%</td>
<td>19.4%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Bureau of Veritas</td>
<td>10%</td>
<td>13.4%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Other consultants</td>
<td>4%</td>
<td>4.8%</td>
<td></td>
</tr>
<tr>
<td>Testing services</td>
<td>KEBS</td>
<td>84%</td>
<td>80.8%</td>
<td>Lost 4.8%</td>
</tr>
<tr>
<td></td>
<td>SGS</td>
<td>10%</td>
<td>11.4%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Testing Centres</td>
<td>4%</td>
<td>5.6%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>No. testing services</td>
<td>2%</td>
<td>2.2%</td>
<td></td>
</tr>
<tr>
<td>Certification services</td>
<td>KEBS</td>
<td>34%</td>
<td>33.8%</td>
<td>Lost 0.2%</td>
</tr>
<tr>
<td></td>
<td>SGS</td>
<td>5%</td>
<td>16.2%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Bureau of Veritas</td>
<td>3%</td>
<td>10.2%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Not certified</td>
<td>58%</td>
<td>39.8%</td>
<td></td>
</tr>
<tr>
<td>Calibration Services</td>
<td>KEBS</td>
<td>82%</td>
<td>77%</td>
<td>Lost 5%</td>
</tr>
<tr>
<td></td>
<td>SGS</td>
<td>8%</td>
<td>9%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Accredited M/centres</td>
<td>6%</td>
<td>11%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>No calibration</td>
<td>4%</td>
<td>3%</td>
<td></td>
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Source: QSAC Survey (September 2003)
Beyond the loss in market share demonstrated by the table above, the fact that the key personnel in the emergent competing organizations are former staff of KEBS is hint enough to the need for a survey into the causes of their departure. Moreover, given that the impact of their efforts is glaringly challenging KEBS performance in comparative terms, there is reason enough to institute a fact finding exercise

1.2 STATEMENT OF THE RESEARCH PROBLEM

In the past, state parastatals (KEBS included), by virtue of legal protectionism became monopoly players in their respective areas of operations. As a result, laxity, complacency and technical inefficiency became an embedded feature in their operations. However, following the radical changes that occurred in the last one and a half-decade period in the global political and economic sphere, this trend has been challenged adversely.

In the current computer age and global economy, there has emerged an unexpected manpower competition against the ill-equipped and poorly managed state parastatals. The sprouting private entities have ventured into similar operations with amazing success. Thus, the unprepared state parastatals have had to quickly pick up their gainful salvages, package themselves into new competitive outfits for survival or be consigned to the pit of insolvency and demise as unworkable gabbage.

Other factors that depict presence of a problem in the KEBS human resource management include increased complaints (customer care desk); rising numbers of grievances (Personnel records); increased labour turnover, 15 technical staff in the last one year (Personnel records, 2004); performance appraisal results 2003-2004 (HRM); and indiscipline such as chronic absenteeism among others (KEBS personnel records).
The overall lack of enthusiasm among employees, the increased customer complaints, increased labour turnover and general reduced productivity are organizational concerns that are commonly associated with employee motivation levels. Based on these expositions, this study endeavors to determine and analyze the factors influencing motivation in state parastatals using KEBS as a case study.

1.3 OBJECTIVES OF THE STUDY

The overall objective of this study is to determine and analyze the factors influencing employee motivation in state parastatals.

1.3.1 Specific Objectives

The specific objectives of this study are:

(i) To identify and explain the characteristics of factors influencing employee motivation among KEBS employees,
(ii) To establish how these factors influence employee motivation in KEBS,
(iii) To analyze the extent to which these influences affect employee productivity,
(iv) To generate possible solutions that can help limit or eliminate the adverse factor occurrences,
(v) To recommend possible solutions which if adopted would enhance improvement of employee motivation in KEBS.

1.4 RESEARCH QUESTIONS

This study sought to answer the following research questions: -

(i) What is the current level of employee motivation?
(ii) What factors influence motivation among the employees?
(iii) How do the factors influence employee motivation?
(iv) To what extent have these factors affected employee productivity?
(v) Is there anything being done to alleviate any existing discontent?
Are there possible remedial encounters to be instituted to enhance employee motivation, in the short run? And in the long run?

1.5 SIGNIFICANCE OF THE STUDY

The research study outcomes have provided possible solutions to human resource management problems relating to employee motivation. The recommendations from this study can be of prudent use to the government for the process of formulating human resource management policy paper. In both public and private sector organizations, one of the major problems faced by entrepreneurs is human resource management; it is envisaged that the recommendations from this study shall be a guideline to the potential entrepreneurs as a basis for motivating employees and limiting labour disputes in the firms.

As a significant source of knowledge, this study has enhanced the human resource management skills to the researcher. Moreover, the expositions made by this research have become a valuable publication that can be accessed as significant reference by other scholars. It should be noted that the terminal point of this research will become a platform for further studies in future for scholars interested in similar topical issues.

1.6 SCOPE OF THE STUDY

The study covered the entire KEBS establishment at the head office and some of the regional offices after drawing a sampling plan.
1.7 LIMITATIONS OF THE STUDY

a) Time Availability
Given that the researcher was limited to conducting the research during the weekends and after-work hours because he had to carry out his office duties and responsibilities, there was limited time to conduct the research compared to a situation of a full-time research student. Towards minimization of this constraint, a lot of care was exercised to ensure that where any doubt existed repeatability was adopted to guarantee validity and reliability of outcomes.

b) Subjectivity
Because information required from the respondents was much of personal perceptions, it was likely that some respondents were not willing to wholly divulge the information sought in quality and quantity. As such, the researcher committed the entire process of information gathering to an oath of confidentiality in an attempt to eliminate fear of retribution. It was assumed that this enhanced freedom of expression among the respondents.

c) Research period
Work life may not best be analyzed in such a short time span as was adopted for this study. This is because it is a process, not an event, just the way motivation is a continuous process for continual enhancement of productivity. Thus, a longer research period for replicated studies would have been ideal for establishing trends rather than isolated occurrences. In seeking to obtain a valid scenario in the research output, the researcher adopted use of wide coverage of employees across the geographical locations of KEBS establishments as well as cadre of employees. It was hoped that this would help capture a trend that was depictive of an entire process outcome and not just instantaneous occurrences.
CHAPTER TWO
LITERATURE REVIEW

2.1 INTRODUCTION

This chapter sought to obtain pertinent facts that have been revealed by various studies on employee motivation and its effects on productivity. The researcher sought to identify any essential gaps and how they can be bridged up in view of motivation as a significant factor influencing productivity at KEBS as a statutory organization. Below were some of the literature review findings pertaining to how various factors influence motivation.

2.2 EMPLOYMENT RELATIONSHIP

The employment contract can be fairly described as the focal point of all human resource activity. At the recruitment stage, personnel specialists are concerned with finding a suitable candidate to fulfil a particular contract with the organisation. During the course of employment, they are involved in updating the contract as a result of promotion, job redesign, salary changes and other extra employee benefits. At the end of employment, it is the personnel specialists who are responsible for the termination processes associated with retirement, redundancy, dismissal or voluntary departure (Cole 2002).

Guzzo and Noonan (1994) expressed employment relationship in terms of a psychological contract, which has both transactional and relations qualities; this concept expresses the view that at its most basic level the employment relationship consists of a unique combination of beliefs held by employers and their employees about what they expect of one another.

Armstrong (2003) noted that the starting point of the employment relationship is an undertaking by an employee to provide skills and effort to the employer in return for which the employer provides the employee with a salary or a
wage; that, employers and employees have certain implied legal rights and obligations. The employer's obligations include the duty to pay salary or wages; provide a safe workplace; act in good faith towards the employee and not to act in such a way as to undermine the trust and confidence of the employment relationship. The employee has corresponding obligations, which include obedience, competence, honesty and loyalty.

Elton (1880-1949) studied the relationship between motivation and productivity by conducting several experiments at Western Electric Company, Hawthorne; he developed a hypothesis that motivation is related to the social relations amongst the workers and also the relationship between the workers and their supervisors. Further experiments to test this hypothesis showed that human attitudes (both individual and workgroups) and the relationship between management and the whole group of individual subordinates were of key importance in establishing motivation of workers and thus leading to increased productivity.

The World Bank Training Institute (2003), in its study of "Understanding Geographical Imbalances in the Distribution of Health Workers" established that the low numbers of physicians in rural areas has more to do with the retention of these professionals than their recruitment (O'Reilly 1997), as heavy workloads and professional isolation act as stimuli to look for better working conditions. The institute established that in Ontario, Canada, those who select to practice away from major centres are faced with conditions in which "too few physicians, are doing too much with too few resources" (O'Reilly 1997).

Worker education and empowerment is an essential element of a long term strategy (World Bank 2003). The hypothesis underlying the worker education and empowerment approach is that workers want better conditions and, if they are adequately organized, trained and equipped, they will be able to successfully negotiate for their own interests. Workers and other civil society actors can apply the pressure necessary to compel management and governments to uphold labour standards. In fact, without the involvement of
empowered workers capable of advancing and protecting their own interests in the work place, any efforts to eliminate sweatshops will be neither effective nor sustainable. Furthermore, for workers to aspire to improve their conditions above the set minimum in the codes and domestic law, collective bargaining with management is the only viable vehicle (USAID, 2003).

Storey (1992a) found that there was a tendency for management to adopt HRM approaches to employee relations while still co-existing with the unions, though they gave increasing weight to systems of employee involvement, in particular, communications which by-pass trade unions.

Four approaches to employee relations policies have been identified by Industrial Relations Services (1994) in the United Kingdom, namely:

a) Adversarial, whereby, the organization decides what it wants to do and employees are expected to fit in. Employees only exercise power by refusing to cooperate.

b) Traditional, whereby, a good day-to-day working relationship prevails but management proposes and the workforce reacts through its elected representatives.

c) Partnership, whereby, the organisation involves employees in the drawing up and execution of organizational policies, but retains the right to manage.

Partner sharing, whereby, employees are involved in both day-to-day and strategic decision-making.

2.3 REWARD (COMPENSATION) MANAGEMENT

Maslow (1945), noted that if the salary (or wages) and benefits offering is right, a firm will attract reliable employees with the pre-requisite skills and experience; thus if the package is not right the firm will be unable
to recruit the right people for the job and even risk the possibility of losing effective employees.

Cole (2004) depicts that there are three purposes of a payments policy in an organization, which in principle are: to attract sufficient and suitable employees; to retain satisfactory employees; and, to reward employees for effort, loyalty, experience and achievement.

According to Auxilian West – The HR Manager compensation and Benefits (Human Resources Software 2005) sourced from the Internet, "Managing pay equity is managing employee perception, and to do this, an organization needs an agile reward (compensation) system. That the steps to creating such a system involve; categorizing employees by job, comparing organization pay to the labour market, managing internal equity, linking pay with job performance, and, communicating how the organizational pay works".

Generally, there are four basic motivation models, namely; rational - man model, human relations model, self-actualization model, and complex-man model. The rational-man model depicts that employees are motivated by a combination of financial rewards and punishment, also called carrot and stick approach, to achieve improved performance. The self-actualization model developed by Maslow depicts that performance is influenced by employee job satisfaction which in turn depends on intrinsic and extrinsic factors; the extrinsic factors include both positive rewards (pay, benefits and incentives) and negative rewards (punishment). The complex model identifies two fundamental factors which determine the effort an employee puts into a job, namely; the value of the rewards to the employee in achieving individual needs, and, the expectation that the efforts made will result in the rewards wanted.

David (2001) conducted a research which showed that there are ways in which organizations set their salary levels and general remuneration.
packages. It revealed that while some organizations look at comparable job advertisements in their trade journals to gain understanding of the current market trends, others compare rates at job centers and employment agencies. It showed that most small businesses benchmark their reward packages by relying on industry word of mouth. Accordingly therefore, establishing the market rate is a key starting point when deciding on an appropriate decision to conduct some external research to cross check the most appropriate remuneration package. However, paying the industry rate involves careful job evaluation. It may also be appropriate to adopt a reward package in view of answering such pertinent questions for the organizational uniqueness, as:

(i) What calibre of candidates is to be attracted?
(ii) What scope of promotion and career progress is envisaged?
(iii) What level and types of skills and experience are required?
(iv) Are the skills required (above) abundant or in short supply?

Marslow (1954) suggested that activities aimed at satisfying human needs operate at different levels, namely; physiological, security or safety, belonging, esteem and self-actualisation needs. It behoves the employers to provide their employees with reward packages that enables the workers to meet their needs, limit or eliminate work-place stress and therefore remain committed to the ideals of the organisation.

Money, in the form of pay or some other sort of remuneration, is the most obvious extrinsic reward. However, doubts have been cast by Hertzberg et al (1957) on the effectiveness of money because they claimed, while the lack of it can cause dissatisfaction, its provision does not result in lasting satisfaction, especially for people on fixed salaries or rates of pay who do not benefit directly from an incentive scheme.

As noted by Brown (1968) from the research into “The Affluent Worker”, pay is the dominant factor in the choice of employer and considerations of pay seem most powerful in binding people to their present job. According to Jacques
(1961) "felt-fair" principle, pay systems need to be perceived as being fair and equitable; thus, the reward should be clearly related to effort or level or responsibility and people should not receive less money than they deserve compared with their fellow workers.

Armstrong (2003) concludes that money can therefore provide positive motivation in the right circumstances, not only because people need and want money but also because it serves as a highly tangible means of recognition, and that, badly designed and/or managed pay systems can be a demotivating factor in labour management.

2.4 STAFF TRAINING AND DEVELOPMENT

A) Training

As viewed by Armstrong (2003), the fundamental aim of training is to help the organization achieve its purpose by adding value to its key resource – the people it employs. Training means investing in people to enable them to perform better and to empower them to make the best use of their natural abilities.

The degree of importance an organization attaches to training is expressed by its training philosophy. Organizations with a positive training philosophy understand that they live in a world where competitive advantage is achieved by having higher-quality people than other firms employ, and that this need will not be satisfied unless they invest in developing the skills and competence of their employees. They also recognize that actual or potential skills shortages can threaten their future prosperity and growth (Armstrong 2003).

The training philosophy should capture the need for relevance, thus, it should satisfy identified and appropriate training needs with a view to addressing a key activity area in terms of improved performance. The training should also be problem-based meaning it should be planned to fill the gaps between what people can do and what they need to do, now and in the future.
A performance-related training philosophy involves relating training specifically to performance and competence requirements, for example following the introduction of a new product, process or system. The training philosophy should also capture the notion that training is not regarded as simply the provision of short, isolated courses at various points in a person's career given that learning is a continuous process.

The training should be offered in a systems approach; the training process will work effectively only if it is fully integrated with the systems of relationships, structures, interdependence and work in the organization (Armstrong 2003). The manpower services commission (1981) defined a systems approach as the process of "identifying inputs, outputs, components and sub-systems, and then seeking to identify the contribution that training can make to improve the operation by enhancing the contribution of the human components (people) as opposed to machinery and operational procedures. The systems approach is then applied to the training design, where the components are learning strategies and people, and the objectives are in terms of learning. Finally, the systems approach is applied to the interaction between training and the operation to produce a feed back which can be used to improve subsequent training."

The process of evaluation according to Habermas (1972) is: "Any attempt to obtain information (feedback) on the effects of a training programme and to assess the value of the training in the light of that information". Evaluation leads to control, which means deciding whether or not the training was worthwhile (preferably in cost-benefit terms) and what improvements are required to make it even more cost-effective.

It is important to evaluate training in order to assess its effectiveness in producing the learning outcomes specified when the training intervention was planned and to indicate where improvements or changes are required to make the training even more effective (Armstrong 2003).
**B) DEVELOPMENT**

In his classic definition, Fayol (1949) states, “To manage is to forecast and plan, to organise, to commence, to co-ordinate and to control.” This does not tell what managers need to know or do in order to be able to carry out such functions.

Pedler et al (1994) listed an array of attributes of successful managers to include, creativity, mental agility, command of basic facts; social skills and abilities; emotional resilience; pro-activity (which means the inclination to respond purposefully to an event); relevant professional knowledge; continuing sensitivity to events; self-knowledge; balanced learning habits and skills; and analytical, problem-solving, decision-making and judgement-making skills.

Assuming that all managers are employed as already competent employees who understand their functional expectations, it is the need to sustain managerial prolificacy and the need to conquer the emerging business environmental challenges which dictate that there is a planned management development scheme in the organization.

Drucker (1955) argued that management is a new social profession requiring an education and training that have never been provided. In this respect, management development is a self-development within the total management structure, and is of recognising the importance of preparing for change in the organisation (Cole, 2002).

Easterby-Smith et al (1980) noted that in some organisations the focus of management development will primarily be upon the training and education of managers while in others, it may be seen to be aiming to change the
managerial style; yet in others the main focus will be on formalized systems associated with performance appraisal and career planning.

Harrison (1992) suggested three essential management development activities as;

a) Analysis of present and future management needs
b) Assessment of existing and potential skills and effectiveness of managers against those needs, and,

c) Production of policy, strategy and plans to meet those needs.

Since management development also involves succession planning and career management activities, it is significant that the person on which the responsibility for management development falls ensures that the most appropriate methods are selected for every case. The possible methods that have proven effective include coaching or guided experience, monitoring, delegation, projects and secondments; they can also be broadly categorized as being either on-the-job or off-the-job approaches. The off-the-job and experiential learning can be conducted by use of such techniques as group exercise, brainstorming role-playing, sensitivity training, case-study, simulation exercise, workshops and simulator/interactive computer exercise.

According to Drucker (1955), every manager in a business has the opportunity to encourage individual self-development or to stifle it, to direct it or misdirect it. The manager should be specifically assigned the responsibility of helping all men working with him to focus, direct and apply their self-development efforts productively, and every company can provide systematic development challenges to its managers.

Armstrong (2003) notes that executive ability is eventually something that individuals must develop for themselves while carrying out their normal duties. However, they will do this much better if their company and managers give them encouragement, guidance and opportunities.
McGregor (1960) observed that managers are grown, they are neither born nor made, but that, it is the role of the company to provide conditions favourable for faster growth, and that, these conditions favourable for faster growth, are very much part of the environment.

The effectiveness of an organization's training and development practices and policies cannot be divorced from extra-organisational influence, both national and international. These situational factors (Beer et al, 1984) or the so-called outer-context (Sparrow and Pettigrew, 1987) include such factors as technological investment, social and political attitudes, institutional practices, external labour markets, demographic pressures and changes in the regulatory context (such as privatisation, deregulation and others). Each of these will combine to shape the assumptions and priorities of those responsible for management development in an organization.

There are four key elements, all of which rely on the vision and skills of line managers but are core to the envisaged success of staff training and development. The first is manpower plan, which usually contains a number of people at specific grades and tends to focus on broad requirements therefore lacking the refinement of a statement of skills needed. The second element is skills audit, which should be conducted alongside the third element, namely, performance appraisal so that needs ascertainment is clearly achieved. The fourth key element is the requirement that there be a development action, usually in a planned and systematic manner to synchronise the activities with the course of the strategic progression.

2.5 STAFF PROMOTION AND CAREER PROGRESS

The HRM context of an organization should be drawn from its mission in the entity of manpower planning, which enables the personnel department of an organisation to report on the inventory of skills and potentials available in the organisation. A key significant dimension to manpower planning in any organisation is career-planning; it enables the personnel department to say who on the basis of performance and potentials appraised and evaluated,
could be groomed for higher level assignments, where, when and how, in order to attain organisational fitness (Armstrong 2003).

In the global labour market, the employees are beginning to insist that the work demands should be effectively integrated with human need for personal growth, expectations of one’s family and ethical requirements of the society. It is ironic as observed by Leach (1990) that what is most precious to the individual in so far as work is concerned, that is, the career, is given the least attention by the organization.

Considering the changing social and economic environment, the growing work expectations, and aspirations of employees, career planning is now regarded as an essential pre-requisite for effective man-management, organisational growth and optimum productivity. Career planning has thus become mandatory at least for manning an organisation with efficient supervisors, higher technical and managerial personnel and for preventing their leaving the organization for lack of promotional avenues (Cole 2004).

David Wood (2001) established that staff promotion is significantly related to their production. In his study of factors affecting customer service in Canadian public organisations, he established that 68% of staff members cited promotion as the reason for their improved performance.

Vroom (1960) developed the expectancy theory of motivation, which showed that people want things (not only the basic things) but also other things like promotion, status and power. In addition, expectancy forces directed towards obtaining the things needed would influence the individual behaviour.

Maslow (1961) pointed that human needs exist in a hierarchical manner and he assumed that people tend to satisfy these needs systematically; he stated that satisfaction of one need gave rise to further needs for realising ones potential. The concept of promotion can be looked at in tandem with the Maslow picture of hierarchy of needs as a matter of representation. This is to say that taking the context of physiological needs (in this case employee
recruitment) as the most basic need to be fulfilled, the progression to self-actualisation (like becoming the chief executive officer of the organisation) is a phenomenal advancement depicting promotion as an instrument for utilization in motivating employees to obtain, improve and sustain high productivity.

Latham and Locke (1979) developed the goal theory of motivation which stated that motivation and performance are higher when individuals have set specific goals, when goals are difficult but accepted and when there is feedback on performance. Whenever employees have performed these job requirements satisfactorily, they expect to be awarded the due promotions; this if done, would enhance their motivation and increase performance leading to improved productivity. However, when employees set the promotion as their goal while performing the work to the expected levels (best shown by performance appraisal) but are not awarded the expected promotions, they get demoralised and the decline in motivation would be directly reflected in decreased performance and lower productivity.

Habermas (1996) upon studying the success of Japanese firms introduced theory Z and observed that one of the key reasons for this success was their approach to managing human resources. The emergent issues for this success included the concepts of lifelong employment, prospects, and shared forms of decision-making with subordinates based on mutual trust. It is within the contents of the prospects and lifelong employment that the employers provide for promotion avenues along which the employees would grow with the organisation in order to sustain employee motivation and high productivity.

2.6 SUMMARY OF GAPS TO BE FILLED

Although numerous studies had been done as quoted here above, further researches seemed necessary, in order to determine: Factors influencing staff motivation in state parastatals in Kenya; How the above factors influence employee performance in parastatals; Due responses initiated by state parastatals to the emerging challenges in respect of employee motivation.
concerns; and, Survival likelihood of the state parastatals in the wake of labour market competition through employee motivation.

2.7 CONCEPTUAL FRAMEWORK

This was used to obtain an in-depth analysis of employee motivation levels at KEBS, the existent and likely trend of motivation and the possible reasons for the prevailing motivation situation.

The independent variables that were used in assessing and analyzing staff motivation at KEBS included: reward/compensation management, employee relations, staff training and development, as well as promotion and career progress. The conceptual framework model demonstrated the conceptualization of the functional form showing how the independent variables influenced the dependent variable as below:

**Figure 1: Conceptual Framework**

<table>
<thead>
<tr>
<th>Independent Variables</th>
<th>Dependent Variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reward/Compensation Management</td>
<td>Leads to Employee Motivation</td>
</tr>
<tr>
<td>Employee Relationship</td>
<td></td>
</tr>
<tr>
<td>Training and Development</td>
<td></td>
</tr>
<tr>
<td>Promotion and Career Development</td>
<td></td>
</tr>
</tbody>
</table>

Source: RESEARCHER
CHAPTER THREE
RESEARCH METHODOLOGY

3.1 RESEARCH DESIGN

The research will be done using the descriptive and diagnostic method by involving the field survey approach in seeking to enhance the understanding of the inherent inter-relations between the dependent and independent variables previously mentioned in the conceptual framework. The design adopted is deemed superior for this research due to the following factors: its ability to collect adequate data in terms of quality and quantity, availability and skills of the researcher and his staff, objective of the problem to be studied, the nature of the problem to be studied, and, the availability of time and money for the research work.

3.2 TARGET POPULATION

The target population for this study will be the entire KEBS employee fraternity that includes the headquarter and all the regional offices, namely, Nairobi, Mombasa, Garissa, Nyeri, Nakuru, Eldoret, Kisumu, Busia, Malaba and Namanga. The total establishment of KEBS (August 2005) is 735 employees of which 316 are technical staff and 419 are non-technical staff. By distribution the divisional staffing is in the order of 394 (Corporate services), 250 (Operations), 70 (Standards development) and 21 (Directorate). The technical Staff constitutes about 43% with non-technical staff providing about 57% of total staff strength.

3.3 SAMPLE DESIGN

To obtain a representative sample for the entire population, stratified random sampling method has been used to ensure proportionate allocation in the entire process. This technique was preferred because of its appropriateness in ensuring fair representation of all the subgroups.
The ease with which this technique lends itself for application further endeared the researcher to adopt it in light of the existent pressure of time and heavy workload.

Each division in the KEBS organogram shall form a stratum from which a number of sub-strata shall be formed to enhance representative data collection. The total sample size of 165 respondents shall be equally drawn in the portions of 40 (Operations Division), 55 (Standards Division) and 70 (Corporate Services Division). The target population and the computed sample sizes are shown in the figure below.

Table 2: Sampling Design

<table>
<thead>
<tr>
<th>Division</th>
<th>Total number of staff</th>
<th>Sample size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Standards development division</td>
<td>70</td>
<td>40</td>
</tr>
<tr>
<td>Operations division</td>
<td>250</td>
<td>55</td>
</tr>
<tr>
<td>Corporate services</td>
<td>395</td>
<td>70</td>
</tr>
</tbody>
</table>

Source: KEBS Personnel department

3.4 DATA COLLECTION INSTRUMENTS

The researcher used primary data collected to address the research questions, objectives and gaps to be filled. Two instruments were used to collect the primary data envisaged, namely; written questionnaires and oral interviews.

Questionnaires were used as suitable instrument for primary data collection. Open-ended questions were used to permit non-restricted responses from the respondents. Closed-ended questions were also used to enable the researcher obtain responses that were limited to only the core ideas sought without external influences. The researcher also conducted oral interviews in collecting relevant data in areas where the use of questionnaires would not
yield the quality and quantity of information desired.

3.5 DATA COLLECTION PROCEDURE

An introduction letter obtained from Kenyatta University enabled the researcher to administer questionnaires and interviews to the various KEBS departments and regional offices. Further permission was obtained from various heads of departments to authorize the conduct of envisaged exercises in the respective offices.

A pilot study was undertaken by the researcher to ascertain the suitability of the questionnaires, using a selected sample similar to the actual sample. The essence was to enable the researcher make necessary and candid improvements on the actual questionnaire.

The anticipated respondents with access to the Internet facility were provided with the questionnaires by online support while those without were served by the research assistants. For respondents who could not fill in the questionnaires, the researcher and the research assistants read out the questionnaire items to such respondents and recorded the answers verbatim.

3.6 DATA ANALYSIS

Upon completion of data collection, the data obtained was analysed using such statistical tools as correlation co-efficient and the central tendency statistical tools such as mean, mode and median. The use of spreadsheet for analysis using statistical package for social sciences (SPSS) was also engaged.

From the analyses the results have been compiled as a research report detailing the analytical outcomes (in descriptive accounts) using bar charts and pie charts. It has been geared towards achieving effective communication on the significance and implications of the findings of the research study.
CHAPTER FOUR

DATA ANALYSIS AND FINDINGS

4.1 INTRODUCTION

After data collection was done from all the targeted strata, validation was done by the researcher to ensure that sufficient data had been made available. This was aimed at enhancing reliability of information generated through analysis of the data obtained.

Using Statistical Package for Social Sciences (SPSS), the data analysis was done and the desired information obtained. The relevant information has therefore been presented by use of tables, bar graphs and pie charts. The information obtained has been presented below as per the independent variables whose influences were investigated after considering the general background revelations.
4.2 GENERAL BACKGROUND INFORMATION

4.2.1 Gender Distribution Assessment

The sample revealed a gender distribution that is fairly balanced; about 52% male and 48% female showing that gender disparity that is a common problem in many public organizations is not an issue at Kenya Bureau of Standards.
4.2.2 Employee age distribution

The outcome showed that almost one quarter are aged above 45 years with less than 3.5% of the employees being under 25 years in age; while about 34% are aged between 25-30 years, about 38% are aged between 31-45 years old. The connotation of about 25% being over 45 years may be a matter to seriously worry about in terms of its implication on cash flow at the time of exit on the basis of terminal benefits payments. When that basis is combined with the fact that there shall be need to recruit about one quarter as new employees in order to level the manpower establishment, the impact of such a poor management of employee age structure may be overbearing on the organizational efficiency and effectiveness in terms of performance. Thus, the employee age distribution as revealed by the sample may be an inherent potential cause of future difficulty in terms of retirement benefits managements.
For qualification and competence of manpower, the sample revealed that about 50% are basic degree holders with tertiary education holders being about 29% and those with only secondary education constituted 19%. However, given the professional nature of the core activities of Kenya Bureau of Standards, such as industrial research, promotion of fair trade and development, the fact that only about 2% possess post graduate education is a matter that begs for massive improvement because it depicts poor performance on the continuum of acquisition, retention, training and development of the calibre of personnel that can be regarded as fit for highly specialised assignments in the overall mandate of KEBS.
About 70% of the sample felt that the current Kenya Bureau of Standards salary scale is only "average" with 10% stating that it is less than average while 18% opined that it is satisfactory. Given that only about 2% finds the salary as very good, a lot more needs to be done in terms of the same.
4.3.2 Contribution of Salary Package to Employee Motivation

More than 75% of the sample stated that the extent to which salary package contributes to their motivation at workplace is in the range of 41-100%. Thus, at Kenya Bureau of Standards salary package is the lead determinant for motivation at workplace.
4.3.3 Employee rating of Current Self Motivation Level

Over 75% of the sample expressed that their current motivation is at less than 60% of their potential owing to what they perceive as poor salary. With less than 2% having their motivation at the required range for effective performance, a lot more has to be done rather urgently in this aspect.
4.4 EMPLOYEE RELATIONS

4.4.1 Employee Rating on Management Concern with Health & Safety

Over 60% of the sample is satisfied with the existing approach of management concern towards employee health and safety. The management could perhaps seek to understand whatever it is that makes the less than 10% of sample to remark that management concern on employee health and safety is below average.
More than two thirds of the sample does not feel that the official communication system used in Kenya Bureau of Standards is good. Given the significance of communication in the general as well as specific aspects of organisational administration and management, a lot needs to be done by KEBS management in order to gain employee participation and confidence on how official communications should be done.
4.4.3 Effectiveness of the Current Performance Appraisal

Only 40% of the sample stated that the current performance appraisal system captures their entire contributions to Kenya Bureau of Standards in a good way. The other 60% stated that the performance appraisal system does not capture their contributions to KEBS satisfactorily. This can be a grievous matter in the context of employee motivation because they would most likely not accept their appraisal outcomes as correct enough to be used for gauging their performance outputs. This would definitely affect promotion and career planning and succession decisions.
There is need for Kenya Bureau of Standards management to vastly improve on participatory concerns on matters of social responsibility, this was demonstrated by the fact that about two thirds of the sample stated that participation in social responsibility is not good.
Given that about 70% of the sample indicated that the level of suitability of current Kenya Bureau of Standards grievance handling procedures are less than good, it is imperative that Kenya Bureau of Standards management reviews the existing grievance handling procedures with a view to making them capture the improvements envisaged by the employees.
4.4.6 Fitness of Organisational Culture in Improving Productivity

Even though majority of the employees sampled stated that the prevailing Kenya Bureau of Standards organizational culture is good enough in terms of fitness for improving productivity, some positive adjustments may still be done given that about 45% felt that it is not good and this is such a critical mass whose concern cannot be left unattended.

4.4.7 Handling of Organisational Changes By Management

<table>
<thead>
<tr>
<th>GRADE</th>
<th>FREQUENCY</th>
<th>PERCENTAGE</th>
<th>CUMMULATIVE PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>EXCELLENT</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>VERY GOOD</td>
<td>10</td>
<td>12</td>
<td>14</td>
</tr>
<tr>
<td>GOOD</td>
<td>14</td>
<td>16</td>
<td>30</td>
</tr>
<tr>
<td>AVERAGE</td>
<td>39</td>
<td>45</td>
<td>75</td>
</tr>
<tr>
<td>BELOW AVERAGE</td>
<td>21</td>
<td>25</td>
<td>100</td>
</tr>
</tbody>
</table>
To the extent that more than 80% of the sample felt that the manner in which KEBS management has handled organization change is less than very good, a thorough review may have to be conducted with a view to establishing the employee expectations and preparedness for changes and change management whenever envisaged.

4.5 TRAINING AND DEVELOPMENT

4.5.1
A large majority of the employees sampled expressed their awareness on the fact that Kenya Bureau of Standards has provisions for their training and development. Some also indicated that they are aware of instances when training needs analysis has been done by Kenya Bureau of Standards management and that they found it satisfactory. However, those who were not aware of training needs analysis exercises or that were not impressed with the manner it was done still form a critical mass, which means that this is an area that needs improvement and perhaps urgently.
Even though about 55% of the sample expressed that they obtained a good degree of personal gains and achieved good growth from Kenya Bureau of Standards training programmes, there was the critical mass of 45% which felt they have not achieved good personal gains or growth achievement from Kenya Bureau of Standards training programmes. As such, the training programmes may have to be reviewed in order to enhance their ability to help the employees find their fit for both personal gains and growth achievement through their trainings.
About two thirds of the employees interviewed felt that Kenya Bureau of Standards trainings as a tool for reduction of employee grievances is not achieving good results. To the extent that training planning and implementation is supposed to assist in enhancing employee competence and abilities to match the job expectations, this as a matter of fact, this calls for an in-depth assessment of the training policy in order to improve its desired impacts.
4.5.5 How much Training is Reducing Supervisory Burden

Only a minority (of about 45%) of the sample felt that the degree to which Kenya Bureau of Standards trainings have helped to reduce supervisory burden in the workplace should be rated as good. Given that supervisory burden is a non-profit component of production, the fact that a large majority of about 55%) of the sample stated that the degree of success is not good, further demonstrates that there is a strong need to review the training policy.
Even though it can clearly be discerned that some improvements are necessary in order to capture the unfulfilled expectations of the largest proportion, which is recoding “average” performance in this context, it can be concluded that there exists a positive perception towards the current training methods.
4.5.7 Motivation due to the Trend & Nature of Training Policy & Implementation

Those with “average” score are a massive 45% and the need to push their perception forward is key to enhancing organisational performance. It would matter to know whatever it is that makes the 10% report a score of “below average” because that would give a hint on which specific areas require urgent intervention.

4.6 PROMOTION, CAREER PLANNING AND SUCCESSION

4.6.1 A large majority of those interviewed stated that they know Kenya Bureau of Standards provide for their promotions and that there are benefits going along with such promotions. The results also showed that majority of those interviewed are due for another promotion and have already been delayed unfairly on the same. Moreover, the numbers of those who are dissatisfied with the benefits accompanying the promotions are more than those who find the existing situation as satisfactory. This in essence calls for an incisive review of the promotion component of the scheme of service.
4.6.3 Reduction of Employee Turnover through Promotions

More than two thirds of the sample could not rate the efforts directed at reducing employee turnover by use of promotions to be good enough. This depicts that there is a high degree of discomfort in this area of concern and so management must devise ways and means of ensuring that promotion as a valuable context for employee motivation has to be improved upon.
While one third of the sample felt that KEBS is providing for their career planning to a good extent, a large majority (of about two thirds) expressed the feeling that the extent to which KEBS management provides for career planning is not good. This means that the inherent ideals obtained from the practices of a good career planning by an organization for the employees is currently missing in KEBS.
Almost two thirds of the employees sampled stated that the extent to which their superiors are helping them in career mapping relative to their abilities is not good. Given that only one third rates the performance of their superiors as good in this matter, there is a strong need to enhance the performance of the affected superiors in order to guarantee employee commitment and improved performance.
While less than one third of the sample expressed satisfaction for their motivation resulting from the way of implementation of the career and succession planning at KEBS, a large majority (of more than two thirds) had reservations on the same and felt greatly dissatisfied.
5.1 DISCUSSIONS

For qualification and competence of manpower, the sample revealed that about 50% are basic degree holders with tertiary education holders being about 29% and those with only secondary education constituted 19%. Given the professional nature of the core activities of Kenya Bureau of Standards, the fact that only about 2% posses post graduate education is a matter that begs for massive improvement because it depicts poor performance on the continuum of acquisition, retention, training and development.

About 70% of the sample felt that the current Kenya Bureau of Standards salary scale is only average with 10% stating that it is less than average while 18% opined that it is satisfactory. Given that only about 2% finds the salary as very good, a lot more needs to be done in terms of the same in order to enhance employee morale on the basis of reward and compensation. Perhaps improvements along this line would also help improve on employee retention.

Over 60% of the sample is satisfied with the existing approach of management concern towards employee health and safety. It would however be important to investigate whatever the issues are which make a critical 40% to remain dissatisfied with management concern towards employee health and safety; the organisation must thus do what it takes to meet the expectations of all employees in this dispensation.
To the extent that more than two thirds of the sample do not feel that the official communication system used in Kenya Bureau of Standards is good, a lot more has to be done to capture their concerns and aspirations in order to encourage confidence and openness among people in the employ of KEBS.

Because only 40% of the sample stated that the current performance appraisal system captures their entire contributions to Kenya Bureau of Standards in a good way; the need to have the performance appraisal system be modified should be treated as a matter of urgency due to the fact that it can be a potential source of disenchantment among the employees.

There is need for Kenya Bureau of Standards management to vastly improve on participatory concerns on matters of social responsibility, this was demonstrated by the fact that about two thirds of the sample stated that participation in social responsibility is not good.

Given that about 70% of the sample indicated that the level of suitability of current Kenya Bureau of Standards grievance handling procedures are less than good, it is imperative that Kenya Bureau of Standards management reviews the existing grievance handling procedures with a view to making them capture the improvements envisaged by the employees.

Even though majority of the employees sampled stated that the prevailing Kenya Bureau of Standards organizational culture is good enough in terms of fitness for improving productivity, some positive adjustments may still be done given that about 45% felt that it is not good and this is such a sizeable lot that cannot be wished a way. In fact their concern may turn out to be so critical that it is only meaningful that their concerns be deeply investigated and be acted upon fast enough.
A large majority of the employees sampled expressed their awareness on the fact that Kenya Bureau of Standards has provisions for their training and development. Some also indicated that they are aware of instances when training needs analysis has been done by Kenya Bureau of Standards management and that they found it satisfactory.

To the extent that training planning and implementation is supposed to assist the employee competence and abilities to match the job expectations, about two thirds of the employees interviewed felt that Kenya Bureau of Standards trainings as a tool for reduction of employee grievances is not achieving good results. As a matter of fact, this calls for an in-depth assessment of the training policy in order to improve its desired impacts. Only a minority (of about 45%) of the sample felt that the degree to which Kenya Bureau of Standards trainings have helped to reduce supervisory burden in the workplace should be rated as good. Given that supervisory burden is a non-profit component of production, the fact that a large majority of about 55%) of the sample stated that the degree of success is not good, further demonstrates that there is a strong need to review the training policy.

A large majority of those interviewed stated that they know Kenya Bureau of Standards provide for their promotions and that there are benefits going along with such promotions. The results also showed that majority of those interviewed are due for another promotion and have already been delayed unfairly on the same. Moreover, the numbers of those who are dissatisfied with the benefits accompanying the promotions are more than those who find the existing situation as satisfactory. This in essence calls for an extensive review of the promotion component of the scheme of service.

While less than one third of the sample expressed satisfaction for their motivation resulting from the way of implementation of the career and succession planning at KEBS, a large majority (of more than two thirds) had reservations on the same and felt greatly dissatisfied. In fact only
one third of the sample felt that KEBS is providing for their career planning to a good extent, while a large majority of about two thirds stated that the extent to which KEBS management provides for career planning is not good. This means that the inherent ideals obtained from the practices of a good career planning by an organization for the employees is missing out in KEBS currently.

5.2 RESEARCH CONCLUSIONS

After the research was conducted and appropriate data obtained and analysed, the resulting outcome can be used to arrive at certain conclusions that more or less provide answers to the research questions as well as indicating the direction of the achieved objectives.

From the study that was done, it has emerged that the significant factors influencing employee motivation at KEBS are associated with reward (compensation) management; training & development administration; career & succession planning and implementation; promotion as a personnel phenomenon; and employee relations principles & practices.

To the extent that employee relations, reward management, training & development administration, promotions management, and career & succession planning and implementation remain key avenues through which employee loyalty to an organisation can be achieved, this research has shown that on the whole, human resource management if any is very poorly done at KEBS.

This perception is so rife among the employees that the data collected had numerous mentions by different respondents of what they opined to be outright nepotism and tribalism! The trend was deemed to be both deep rooted and claimed to be supported by the top management; this could in essence be accepted to be the most likely cause of the existent discontent among the employees.
The most deplorable scenario was the emerging consensus from among the respondents that management apparently seem to be doing nothing as far as need to generate employee motivation is concerned! In fact, instead of the employees looking forward to being assisted by the human resource management department in the wake of the perceived injustices from line managers and associated supervisors, a large majority of the respondents concurred that the human resource department was inherently part of their problems, and thus not likely to be looked upon to generate amicable solutions.

Even though the extent to which the intricacies of these factors influence the employee motivation at KESS have been demonstrated by the outcomes as in chapter 4, it is worth noting that the existing discontent has greatly aggravated employee morale. This consequently has negatively affected employee productivity and in the immediate past, it did not come as a surprise when KESS was rated as a glaringly poor performer in the latest performance audit of the government organisations that was published in the print media locally.

5.3 RESEARCH RECOMMENDATIONS

a) Manpower development department should devise a mechanism by which postgraduate trainings can be enhanced in order to improve KESS preparedness for research tasks within its core mandates.

b) A lot more needs to be done in terms of the same in order to enhance employee morale on the basis of reward and compensation.

c) It is important to investigate whatever the issues are which make a critical mass of employees to remain dissatisfied with management concern towards employee health and safety; the organisation must thus do what it takes to meet the expectations of all employees in this dispensation.
d) The need to have the performance appraisal system modified should be treated as a matter of urgency.

e) Grievance handling procedures are less than good, it is imperative that Kenya Bureau of Standards management reviews the existing grievance handling procedures.

f) Those who were not aware of training needs analysis exercises or that were not impressed with the manner it was done still form a critical mass, which means that this is an area that needs improvement and perhaps urgently.

g) Majority of those interviewed felt that what KEBS management is doing is not good enough in terms of promotion and career planning for purposes of attraction and retention of right types of employees. A way should therefore be devised to help capture the concerns of such variations in order to harmonise the policy document and the employee expectations.

h) Ways and means of improving on career and succession planning as a critical parameter must be devised to ensure that acquisition and retention of valuable employees is guaranteed, a scenario in which KEBS is currently doing poorly.
6.0 REFERENCES


Auxilian, W (2005)-The HR Manager compensation and Benefits (Human Resources Software 2005) sourced from the Internet


David, R. (2001)- Satisfaction Guaranteed? The Issue of Staff Remuneration for Billy Financial Research Services


Habermas, J. (1992) – Knowledge and Human Interests, Beacon Press, USA.


Rudner, R.S. (1996) – Philosophy of Social Science, Prentive Hall,Inc.


Dear Respondent,

RE: ANSWERING RESEARCH QUESTIONNAIRE

The questionnaire herewith attached is designed to assist in collecting information on "Factors Influencing Employee Motivation in State Parastatals, A case study of Kenya Bureau of Standards". This is part of a course study requirements done as practical management project paper for partial fulfilment leading to the award of the degree of Master of Business Administration (MBA), Kenyatta University.

Any information generated in and by this questionnaire shall be treated as highly confidential and, please, you are not bound to make your personal identity any clear on this document. NOTE that under no circumstance will your name be attached to any response/answer declared in this research, without your consent.

Your co-operation and assistance in making this activity successful is highly appreciated in advance. A copy of this research report shall be made available to you upon request.

Yours sincerely,

ONJOLO SAMUEL OMOLO
MBA Student

JUDITH OLUOCH
University Supervisor
ANNEX B

QUESTIONNAIRE

A) General Background Information

Please give your answers by ticking appropriately into the box.

1 Which division are you working in?
   Corporate Services ☐ Standards Development ☐
   Operations ☐

2 Indicate your gender: Female ☐ male ☐

3 In which category is your age?
   Below 25yrs ☐ 25-30yrs ☐ 31-45yrs ☐ Over 45yrs ☐

4 Show your marital status,
   Single ☐ Divorced ☐ Separated ☐ Married ☐

5 What is your current position in the division by job designation?
   ........................................................................................................

6 You have worked for KEBS for how long?
   ........................................................................................................

7 Indicate your highest education level attained:
   Primary ☐ Secondary ☐ Tertiary ☐ University ☐

B) Reward and Compensation Information

8 How do you rate KEBS Current Salary Scheme?
   Less than average ☐ Average ☐ Satisfactory ☐ Very good ☐

9 In comparison to the market rate, is KEBS reward scheme adequate?
10. Does KEBS offer any benefits to the employees, you included?  
   Yes [ ]  No [ ]

12. In your view is the implementation of the existent scheme of service being done in the appropriate way? YES [ ]  NO [ ]

13. How would you rate your current level of motivation to work?  
   Under 40% [ ]  40-60% [ ]  61-80% [ ]  Over 80% [ ]

14. Suggest any possible approach by which KEBS, can improve on the existent reward and compensation scheme, if any?

C) Employment Relationship Information
15. a) what is the nature of your employment at KEBS?  
   Permanent and Pensionable [ ]  Contractual [ ]

c) Is your nature of employment above, a motivating factor to work effectively for KEBS?  
   Yes [ ]  No [ ]

NOTE: Using the key below, indicate your most appropriate response by ticking in the corresponding box  
1=Excellent; 2= Very good; 3= Good; 4= Average; 5=Below Average

<table>
<thead>
<tr>
<th>ITEMS</th>
<th>SCORES</th>
</tr>
</thead>
<tbody>
<tr>
<td>16 Give a score on management concern towards employee health and safety</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>17 How do you rate the attitude of your supervisor to yourself in enhancing productivity?</td>
<td>1 2 3 4 5</td>
</tr>
</tbody>
</table>
18 What judgement would you accord the official communication system in KES? 

19 To what extent is KES management leadership style suitable towards improving your productivity? 

20 How suitable to performance improvement is the overall leadership of your immediate supervisor? 

21 How far does the current performance appraisal system (by design of appraisal form and the carrying out of the exercise) capture the entire of your contributions to KES? 

22 To what extent are you satisfied with your latest performance appraisal score (or outcomes)? 

23 Indicate your grading of how KES management has handled organizational changes (s) during your employment 

24 Show your score for KES management concerning participation in social responsibility. 

25 In your assessment, to what level of suitability do you gauge the current KES grievance handling procedures? 

26 Give a general score to KES management concerning handling of employee welfare? 

27 In your view what score would you assign to the prevailing KES organizational culture in terms of fitness for improving productivity? 

28 Indicate your level of motivation to work as a result of prevailing employment relationship in KES? 

D) Training and Development Information 

29 Does KES have any training and development provisions for you? 

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
<th>No idea</th>
</tr>
</thead>
</table>

30 a) Are you aware of any instances when KES management has conducted a training-needs-analysis? Yes | No |

b) If yes in (a), was the way in which the exercise was done satisfactory?
Please, respond by ticking the most appropriate choice into the box using the key below:
1= Excellent, 2 =Very Good, 3= Good, 4= Average, 5 = Below Average

<table>
<thead>
<tr>
<th>SI No</th>
<th>Items</th>
<th>Scores</th>
</tr>
</thead>
<tbody>
<tr>
<td>i</td>
<td>How much personal gains and growth have you achieved from KEBS training programmes?</td>
<td></td>
</tr>
<tr>
<td>ii</td>
<td>What rating do you give to KEBS training programmes in enhancing awareness among participants as well as enlarging skills among employees?</td>
<td></td>
</tr>
<tr>
<td>iii</td>
<td>How far would you consider trainings given by KEBS as leading to financial incentives and opportunity for internal promotion?</td>
<td></td>
</tr>
<tr>
<td>iv</td>
<td>How are the KEBS training programmes achieving much in terms of reduction in manpower obsolescence?</td>
<td></td>
</tr>
<tr>
<td>v</td>
<td>To what extent are the KEBS trainings leading to reduction in employee grievances?</td>
<td></td>
</tr>
<tr>
<td>vi</td>
<td>Give the score showing how much the trainings have resulted in reduction in rate of accidents.</td>
<td></td>
</tr>
<tr>
<td>vii</td>
<td>Show the general trend on reduction of machine breakages and maintenance costs as a result of KEBS trainings to employees.</td>
<td></td>
</tr>
<tr>
<td>viii</td>
<td>Poorly trained workers require intense supervision. To which degree do you think KEBS trainings have helped to reduce supervisory burden in the workplace?</td>
<td></td>
</tr>
<tr>
<td>ix</td>
<td>What do you perceive of KEBS current training methods?</td>
<td></td>
</tr>
<tr>
<td>x</td>
<td>In your opinion, how much has KEBS trainings helped in wastage and spoilage reduction?</td>
<td></td>
</tr>
<tr>
<td>xi</td>
<td>To what degree do you think KEBS trainings have led to improvement in methods of work?</td>
<td></td>
</tr>
<tr>
<td>xii</td>
<td>What magnitude of improvement in quality of</td>
<td></td>
</tr>
<tr>
<td>Question</td>
<td>Answers</td>
<td></td>
</tr>
<tr>
<td>-------------------------------------------------------------------------</td>
<td>---------</td>
<td></td>
</tr>
<tr>
<td>xiii Estimate the improvement in worker production efficiency as a result of trainings given.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>xiv In general assessment how has the contribution of KEBS training improved employee productivity and effectiveness?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>xv What score do you give KEBS training evaluation approach?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>xvi Indicate your feeling on the degree to which the current training approach by KEBS is leading to improvement of employee morale.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>xv Based on the current trend and nature of events concerning KEBS training policy, and its implementation, what is your level of motivation (other factors held constant)?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**E) Promotion and Career Planning Information**

32 a) Does KEBS provide for promotion of employees in employment?

Yes [ ] No [ ]

b) Are you due for another promotion? Yes [ ] No [ ]

33 i) Are there benefits accompanying your promotions?

Yes [ ] No [ ]

ii) If yes, are you satisfied with them? Yes [ ] No [ ]

34) a) Are the requirements for promotion at your work position clear to you?

Yes [ ] No [ ]
b) If Yes in (a) are they obtainable to you? Yes □       No □

35) In the following table, please, indicate your response by ticking in the most appropriate box for the items listed below:
1=Excellent; 2=Very Good; 3=Good; 4=Average; 5=Below Average

<table>
<thead>
<tr>
<th>S1 No</th>
<th>Items</th>
<th>Scores</th>
</tr>
</thead>
<tbody>
<tr>
<td>i</td>
<td>How much do you think KEBS management is doing for attraction and retention of the right types of employees?</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>ii</td>
<td>Indicate your estimate for the level of efforts, KEBS management is making to reduce employee turnover due to lack of promotion avenues.</td>
<td></td>
</tr>
<tr>
<td>iii</td>
<td>Quantify the extent to which KEBS management has improved your morale and motivation through promotion and growth in the organization.</td>
<td></td>
</tr>
<tr>
<td>iv</td>
<td>Career planning is meant to enhance overall achievement of organizational development, higher productivity and fulfilment of organizational objectives. How far is KEBS providing for you career planning?</td>
<td></td>
</tr>
<tr>
<td>v</td>
<td>How much promise for career do you believe has been planned for you going by the current KEBS set up?</td>
<td></td>
</tr>
<tr>
<td>vi</td>
<td>How much guidance and encouragement is management providing you with to fulfil your potential and remain with the organization?</td>
<td></td>
</tr>
<tr>
<td>vii</td>
<td>Mapping of careers for employees suitable to their abilities improves employee commitment to job performance when communicated to them. How much is your superior helping you along this line?</td>
<td></td>
</tr>
<tr>
<td>viii</td>
<td>Concerning promotion and availability of avenues, what is your level of motivation at KEBS workplace?</td>
<td></td>
</tr>
<tr>
<td>ix</td>
<td>With respect to career planning and succession planning at KEBS how motivating has the</td>
<td></td>
</tr>
</tbody>
</table>
Thank you in Abundance for Your Co-operation and Assistance. Be Sure, all this, is CONFIDENTIAL information.

ANNEX C

Figure 4: WORK PLAN

<table>
<thead>
<tr>
<th>Timing</th>
<th>Activity</th>
<th>Target Contact</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>June-December</td>
<td>Developing research proposal</td>
<td>Relevant literature sources</td>
<td>Researcher</td>
</tr>
<tr>
<td>2005</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>April 2006</td>
<td>Research proposal presentation</td>
<td>Examiners at Kenyatta University</td>
<td>Researcher</td>
</tr>
<tr>
<td>April 2006</td>
<td>Identifying and training research assistants</td>
<td>Potential research assistants</td>
<td>Researcher</td>
</tr>
<tr>
<td>May 2006</td>
<td>Pilot research study</td>
<td>KEBS employees</td>
<td>Researcher</td>
</tr>
<tr>
<td>June 2006</td>
<td>Administering questionnaires to anticipated</td>
<td>KEBS employees</td>
<td>Researcher</td>
</tr>
<tr>
<td></td>
<td>sample respondents</td>
<td></td>
<td>Assistants</td>
</tr>
<tr>
<td>June 2006</td>
<td>Interview with HRM</td>
<td>KEBS HRM (HOD)</td>
<td>Researcher</td>
</tr>
<tr>
<td>July 2006</td>
<td>Data compiling and verification</td>
<td>KEBS employees/research assistants</td>
<td>Researcher</td>
</tr>
<tr>
<td>August 2006</td>
<td>Data analysis</td>
<td>Data analysis specialists</td>
<td>Researcher</td>
</tr>
<tr>
<td>September 2006</td>
<td>Report writing and publication</td>
<td>Printing press</td>
<td>Researcher</td>
</tr>
<tr>
<td>September 2006</td>
<td>Research report defence and corrections</td>
<td>KU examiners</td>
<td>Researcher</td>
</tr>
<tr>
<td>---------------</td>
<td>----------------------------------------</td>
<td>--------------</td>
<td>------------</td>
</tr>
<tr>
<td>October 2007</td>
<td>Handing in of final (corrected copy of) report</td>
<td>Centre Director KU</td>
<td>Researcher</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Mombasa Centre</td>
<td></td>
</tr>
</tbody>
</table>

**ANNEX D**

**BUDGET**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Items</th>
<th>Cost Per Item</th>
<th>Total Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stationery</td>
<td>10 reams copy paper</td>
<td>Kshs.300/=</td>
<td>Kshs.3000/=</td>
</tr>
<tr>
<td></td>
<td>2 reams of Printing papers</td>
<td>Kshs.400/=</td>
<td>Kshs.800/=</td>
</tr>
<tr>
<td></td>
<td>Staples and machines</td>
<td>Kshs.700/=</td>
<td>Kshs.700/=</td>
</tr>
<tr>
<td></td>
<td>5 ball point pens</td>
<td>Kshs.20/=</td>
<td>Kshs.100/=</td>
</tr>
<tr>
<td></td>
<td>2 HB pencils</td>
<td>Kshs.25/=</td>
<td>Kshs.50/=</td>
</tr>
<tr>
<td></td>
<td>Calculator (scientific)</td>
<td>Kshs. 1550/=</td>
<td>Kshs1550/=</td>
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<tr>
<td>Typing services</td>
<td>Questionnaires-</td>
<td>Kshs.500/=</td>
<td>Kshs. 1000,</td>
</tr>
<tr>
<td></td>
<td>Proposals</td>
<td>Kshs.200/=</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Reports</td>
<td>Kshs.300</td>
<td></td>
</tr>
<tr>
<td>Travelling and logistics</td>
<td>2 research assistants</td>
<td>Kshs.7500/=</td>
<td>Kshs. 15,000/=</td>
</tr>
<tr>
<td></td>
<td>1 researcher</td>
<td>Kshs. 15000</td>
<td>Kshs.15, 000/=</td>
</tr>
<tr>
<td>Publishing</td>
<td>Proposals</td>
<td>Kshs.500/=</td>
<td>Kshs.2, 500/=</td>
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<tr>
<td></td>
<td>Project reports</td>
<td>Kshs. 1 000/=</td>
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<tr>
<td></td>
<td>Final copies</td>
<td>Kshs. 1 000/=</td>
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<tr>
<td>Consultancy</td>
<td></td>
<td></td>
<td>Kshs.15000/=</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td></td>
<td></td>
<td>Kshs.15, 300/=</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td></td>
<td><strong>KSHS 70,000/-</strong></td>
</tr>
</tbody>
</table>