AN ASSESSMENT OF MOTIVATIONAL FACTORS AFFECTING EMPLOYEES' PERFORMANCE: A CASE OF PRIVATE VALUERS IN NAIROBI-KENYA.

BY

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DECLARATION

DECLARATION BY THE CANDIDATE

This research project is my own work and has not been presented for examination in any study program of/and or any degree in any other university. No part of this project may be reproduced without the prior permission of the author and/or Kenyatta University.

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DEDICATION

To my mum Priscillah KameneWambua and dad Jonathan Makau Wambua for their continued support which has seen me this far. Mum and dad your efforts have been appreciated by many. Thanks dad for managing the coffee farms. Long live both of you for greater achievements.
ACKNOWLEDGEMENT

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Much gratitude goes to my friends Carol, Margaret, Alice, Muiga, Mulili, Naph, Mwilu and Were my boss at work among others. Lastly my tribute goes to my brother Patrick, and dad Jonathan for ensuring I had enough money for the research.
ABSTRACT.

Employees are the most important resource for an organization. This therefore implies that for operations (activities) to go on smoothly in an organization, employees must invest fully their skills and abilities in discharging their duties. It is employees who create strategies and innovations that enable organizations to produce highly valued products and services. First and foremost, the problem of motivating employees (humans) must be understood not in simple, mechanistic terms, but rather in terms of a more complex and somewhat idiosyncratic process of trying to facilitate desired motivational patterns. In other words there is no magic motivational buttons that can be pushed to “make” people want to learn, work hard and act in a responsible manner the attempt to motivate someone should not be viewed as a power struggle or an opportunity to assert one’s authority. Facilitation not control should be the guiding idea in attempts to motivate humans. Even when in a position of power or authority, one’s efforts to motivate people will generally be more successful if they are viewed as collaborations between people who may or may not share the same feelings, expectations and agenda of personal goals.

This study sought to assess the motivational factors lack of which had led to low morale among the private Valuers. It targeted Valuers working within the private sector in Nairobi city- Kenya. The results from study will be of help to private owned valuation firms in identification of causes of low morale among their employees and hence find ways of improving service provision and profitability. It will also assist the policy makers to come up with a feasible option and policies on employee motivation and morale enhancement. The study will also act as a basis for further research on factors affecting employee motivation among private owned firms in Kenya. Data collection was done through the use of questionnaires. The questionnaire had both open and closed ended questions. Data was coded and entered into a computer for analysis through statistical package for social sciences (S.P.S.S). The data is presented using frequencies, simple percentages and proportions.

A total sample of 50 Valuers and 15 employers were selected to form the research sample. The figures represent 25% of the target population for the case of Valuers and 50% of the target population for the case of employers. A total of 35 (55.6%) males and 28 (44.4%) females took part in the research. The figures translate to 1.25:1. This means that both men and women were equally represented. The results of the study indicate that most respondents felt their salary was not enough to meet their needs 92% while the remaining 8% reported in the affirmative. Those who said the salary was not enough indicated that the money could hardly afford them a descent accommodation. 85% of the Valuers indicated that their salary was lower than what the public sector was offering following the recent salary increment for civil servants. Only 25% of the Valuers reported that they received non monetary benefits from their employers. This included coffee breaks, treats, free lunches, Easter hams, Christmas turkeys, and company transport and name tags. There is need for both the government and private employers to put measures in place to ensure that Valuers are maximally motivated. The findings of this research have fully proved that improvement in performance can’t be achieved through provision of inadequate motivational factors.
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DEFINITION OF TERMS

**Autonomy:** - Refers to the action of making employees feel that their work is their own and that they are free to make any independent decisions.

**Assessment:** - The classification of something with respect to its worth

**Commitment:** - Refers to a self-regulated behaviour that is controlled by external pressures.

**Employee:** - A worker who is hired to perform a job

**Employee expectation:** - This refers to the degree at which an employee perceives that his efforts will enable him attain performance goals successfully.

**Factors:** - Refers to the act which is aimed at bringing about the desired goals.

**Fringe benefits:** - Refers to employees' service programmes; payment enjoyed by employees for which no specific work is done

**Incentive:** - Refers to anything which is provided by the employers to Employees to enable them work harder.

**Job enrichment:** - It's the process of designing jobs to make them more interesting, appealing, meaning, rewarding and challenging.

**Job satisfaction:** - It refers to an employee's general attitude towards his job, how it fulfils his dominant needs and its consistency with his Expectations and values.

**Morale:** - Refers to a state of mind, emotion of individuals towards their Work, environment, administration and colleagues.

**Motivation:** - This refers to the inner of man, which activates, energizes, moves, directs or channels behaviour of employees towards goals
Need: - Refers to something an individual should have in order to survive: water, food and Shelter etc.

Organizational Performance: How well or badly a firm achieves its goals

Performance: - How well or badly an employee does his or her work Performance

Standards: - Refers to the degree of excellence in which an employee discharges his or her own duties.

Staff turnover: - Refers to the rate at which employees join and leave an Organization.

Private sector: - All institutions and businesses not owned and run by the government.

Valuer: - Someone who assesses the monetary worth of possessions.
CHAPTER ONE

1.0. INTRODUCTION

This chapter contains the background information, statement of the problem, objectives of the study, research questions, scope, significance, and limitations of the study.

1.1. BACKGROUND INFORMATION

Employees are the most important resource for an organization. This therefore implies that for operations (activities) to go on smoothly in an organization, employees must invest fully their skills and abilities in discharging their duties. It is employees who create strategies and innovations that enable organizations to produce highly valued products and services.

Finers (2000) and Mutinda (2003) noted that the performance level of employees do not exceed 50% of their capacity to perform. Many of the managers have asked the question, "What is it that leads to employees' poor performance and inefficiency?" Mutinda (2003:1) noted that low morale, which is a pointer to lack of motivation, is quite prevalent amongst the employees. As Nation's Bank Chief Executive Officer put it, "employees are our number one priority. They will continue to be, if you look after employees they will look after customers and that is good for shareholders." Individuals join and work in organizations for various needs which they want to satisfy. It follows that it is the concern of every organization to plan and analyze on ways as to how these needs should be satisfied. This implies that it is important for managers to understand the meaning, scope and the utility of motivation. Most of the organizations have been known to employ different techniques towards achieving good performance and growth but
majority of them have ignored the need to capitalize on superior response towards the needs of their employees.

The productive performance of employees is best enhanced through the employment of motivational practices, which are fully responsive to their needs. On this perspective employees’ motivation becomes the most important and a very crucial factor for any organization’s performance. Motivation increases work morale hence increasing employees’ efficiency and productivity.

In view of the above, the importance of motivation on the performance of employees should thus be emphasized. Employees can only satisfy the needs of their customers after their own have been met.

Valuers play a very vital role in any economy. By definition, Valuers are employees who are involved in assessing/determining the value of properties. Properties in this context refer to land and landed properties. Properties are valued for different purposes including the following;

First, it is done for either sale or purchase purposes. Others include mortgage purposes in which properties are valued before they can be used as collateral security for one to be awarded a loan from lending institutions such as commercial banks. It’s also done for insurance purposes in which it is carried out to determine the premium price. Valuation is also done when executing compulsory acquisition in which the valuer determines the value to be compensated to the property owner. The valuer also has the role of accessing
the reserved price for auction purposes. Lastly, it's done for both book and taxation purposes. Under the book purpose, its done to access the value to include in balance sheet among other financial accounts while for taxation purposes local authorities determines land rate which refers to a local charge levied on real estate Boxall (1992: 25).

Valuers are professionals who are graduates of Bachelor of Arts in Land Economics and in Kenya they are trained within the Department of Land Development, Faculty of Architecture, Design and Development (ADD), college of Architecture and Engineering at the University of Nairobi.

The practise of a Valuer in Kenya is governed by the Valuers Act, Chapter 532, laws of Kenya (Kenya, 1984). The Act establishes the Valuers Registration Board with responsibility of registering and regulating the activities and conduct of registered Valuers. The Institution of Surveyors of Kenya (I.S.K) is a professional body that conducts examinations to test the professional competence of Valuers, land Surveyors and other related disciplines in Kenya. The examinations are normally held for those who have undergone practical training in relevant professional offices for a minimum of two years after graduation from a College or University in the relevant disciplines. Besides organizing lectures and examinations for candidates each year, the institution organizes social functions for members. It also publishes a journal, The Kenya Surveyor, a professional forum for the members.

In Kenya, these employees belong into two major groups. There are those working under the public sector while the other group comprise those under the private sector. Those
under the public sector fall under ministry of lands and Settlement, while the others under the local Government. Those within the private sector work with registered private firms such as Lloyd Masika Ltd, Mwaka Musau, Tysons Ltd, and Toco properties among others. The research will only concern Valuers in the private sector

1.2. STATEMENT OF THE PROBLEM

There are many indicators of low performance among the Valuers in Kenya hence the researcher's interest to research on this area. Most of the Valuers: Report to work late and they leave early before time, look for all kind of excuses not to report on duty or use time wasting techniques in that they can spend the whole day reading newspapers, they have not kept abreast with changing times such as the use of modern information technology. Due to the low morale among the Valuers, low performance is evident in the private sector. These professionals are not able to complete their work within the stipulated time period and at the end it is the employer who suffers due to reduced revenue/returns. On the other hand most of the Valuers have compromised their ethics in a bid to receive bribes. Carrell (2002:27), states that the secrets of success, for any business are highly motivated and enthusiastic employees who will deliver both quality and quantity. As a result of the above stated problems there was need to motivate Valuers so as to improve their work performance. The study therefore sought to assess the motivational factors affecting employees work performance and ways on how to use these factors to boost employees' morale and hence performance
1.3. OBJECTIVES OF THE STUDY

The general objective

The general objective of the study was to assess the motivational factors affecting employee performance in Private Valuer's sector with a view to providing data for the development of effective motivational factors to boost employees' performance.

Specific objectives

The specific objectives of the study were the following.

1. To identify the motivational factors that have an effect on Valuers' performance.
2. To assess the effect motivational factors have on Valuers' performance.
3. To develop a policy framework that can be used in addressing the problems associated with low morale among the Valuers.

1.4. RESEARCH QUESTIONS

The research sought to answer the following pertinent research questions.

1. Which motivational factors have an effect on employees' performance?
2. Does poor human resource practices such as promotion, recruitment, selection, remuneration, and supervision impact negatively on Valuers' performance?
3. Do employers address adequately the welfare issues (good working conditions) of the Valuers?
4. What effect do motivational factors have on Valuers' performance?
5. What framework policy can be used to address the problems associated with low morale among the Valuers?
1.6. SCOPE OF THE STUDY

The study was limited to Valuers within the private sector- Nairobi city Kenya. The researcher interviewed both employees and employers in the property valuation industry.

1.7. SIGNIFICANCE OF THE STUDY

The research will be useful to policy makers and managers of private firms on reviewing and improving their staff motivation, act as a guideline on creating equilibrium in staff motivation in both private and public sector and development of a policy framework towards retention of Valuers in the private sector.

Since no empirical study had been done on the factors affecting Valuers’ performance, the study will serve as a guide to the government towards controlling operations of the private sector especially Valuers compensation and be translated into a process, which will meet continuous professional development needs of Valuers.

1.8. LIMITATIONS OF THE STUDY

The following limitations were encountered during this research study: Access to information for the literature review, access to the respondents, limited time and lack of finances to carry out the research. However the researcher pursued the following approaches in tackling the above limitations; Use research assistants to collect data, sacrifice free time for this undertaking and raising finances from well-wishers.
CHAPTER TWO
LITERATURE REVIEW

2.0 INTRODUCTION

The following chapter presents the theoretical framework and a review of the literature related to the study. It is organized in the following sections; Theoretical framework, Literature review, and Conceptual framework

2.1. THEORETICAL FRAMEWORK

Various studies have been conducted around the world as regards motivation of employees. These studies have provided such an important understanding of human behaviour and show the factors that can help to channel such behaviour to facilitate good performance and growth in general organisational efficiency.

Theories of motivation are broadly categorized under content and process theories.

2.1.1 Content Theories

The major theories under this category include the Maslow’s theory and Hertzberg theory.

1) Maslow Theory of Motivation

The most popular theory of motivation is the Maslow hierarchy of needs theory formulated in 1943. Abraham H. Maslow passed his theory on the following prepositions.

1) Mans needs are arranged in a hierarchy of importance ranging from lowest need of physiological needs to safety needs, love or social needs to self actualization needs.
1) This hierarchy of "prepotency" or urgency of satisfaction means that the most urgent need will monopolize an individual attention while the least important are minimized.

Maslow identified five levels in his need theory hierarchy. They are as follows:

1. Physiological needs.
2. Safety needs.
3. Love and social needs
4. Esteem needs.

Source: McGregor 1960:25

Figure 1: Maslow hierarchy of need

According to Maslow an individual motivation is a predetermined order of needs. Physiological needs are the most basic needs. They are required in order to sustain life. Physiological needs for self-actualization are required to satisfy needs for achievement. Most people try to achieve some goals in life Maslow (1954:44).

2) Man is continually wanting and therefore all needs cannot be fully satisfied. As soon as one need is satisfied its importance diminishes and the next emerges to replace it. This never-ending process motivates man to strive in order to satisfy his needs Martin (1987:24).

3) Once a need is fairly satisfied, it no longer motivates behaviour. The next high level of unsatisfied need then motivates man but he can be satisfied in a reverse level if a lower need hasn't been satisfied. For a person who is sick, secondary needs for
3) companionship, self esteem and recognition will be at a minimum level. The need to get treated will be his priority Fredrick (2001:33).

4) Needs are interdependent and overlapping as below.

Source: Maslow A.H (1954:27)

Figure 2: Interdependence of Needs
The diagram above is used to express Maslow’s conclusion that since a need does not disappear when another need emerges, all needs tend to be partially satisfied, in each area. When a peak of a need passes, then that need ceases to be a primary motivator. Even when a need is satisfied, it still influences behaviour since the needs are interdependent and overlapping.

II) Hertzberg’s Theory

Hertzberg’s theory is also called motivation-hygiene (M-H) theory. Also known as the motivation maintenance theory and the two factors theory by his associates. It is a theory of motivation because the manager is considered to control the factors that produce job satisfaction or job dissatisfaction. The data for the original entry was gathered from interview of 200 accountants and engineers. The interview sought to determine the factors in the job that were present when an employee felt exceptionally happy or exceptionally unhappy with their jobs. From this interview, a two-factor hypothesis was developed.

1) The factors that were present when job satisfaction was produced were separate and distinct from the factors that lead to job dissatisfaction.

2) The opposite of job satisfaction is no job satisfaction and not job dissatisfaction.

3) The opposite of job dissatisfaction is no job dissatisfaction and not job satisfaction.

The conclusion drawn from the interview was thought in the majority of cases that cause dissatisfaction but instead by the presence of the factors classified by the researchers as satisfiers or motivators or as intrinsic factors Luthan (1989:33).
Employees' dissatisfaction if absent

Employees' satisfaction if present

**KEY**

- Shorter durations are greater than longer durations.
- Long durations are greater than short durations

**Source:** Hertzberg F. 1968:55
Source: Hertzberg F. 1968:55

Figure 3: Hertzberg Motivation- Hygiene Scale

The factors listed on the diagram are used to summarise the objective event that each respondent described. The length of each box represents the frequency in which each factor appeared. The width of each box indicate the duration of each time in which the good or bad job attitude lasted in terms of classification of short and long duration. Short duration was not longer than two weeks while long duration could have lasted for a number of years.

The factors to the right if present can lead to employee satisfaction (motivation). Factors to the left if absent can lead to employee dissatisfaction. Job satisfiers relate to the content and nature of the job and describe employee relationship in which he does. These factors lead to satisfaction and include achievement, recognition, intrinsic characteristics of work itself, responsibility and achievement. When these factors fall below acceptable level they contribute very little to job dissatisfaction but prevent job satisfaction. Hygiene factors describe the employee relationship to the context of environment in which he works. This means that satisfiers relate to what employee does and the dissatisfiers relate to the environment he works. Dissatisfiers include company policy, administration, technical, supervision, and interpersonal relationship with supervisors and working conditions. When a hygiene factor falls below acceptable level he becomes dissatisfied with his work. When they rise above acceptable level, the dissatisfaction is removed.

The removal of dissatisfaction leads to a neutral state, does not lead to any degree of satisfaction.
Hertzberg theory concluded that its hygiene factors that affect dissatisfaction, motivators affect job satisfaction. Hygiene helps man to avoid unpleasantness while motivators make people happy with their job and by serving man’s needs for psychological growth. Hertzberg theory implies that managers should view employees’ attitude towards work in two ways: they should consider what makes employees happy and what makes them unhappy. Traditional assumption concerning motivation theory that wage incentive, improved interpersonal relation, improved working conditions lead to increased productivity, lower absenteeism, lower turnover are all erroneous. They remove dissatisfaction and prevent problems, cannot create positive attitude but can eliminate negative attitude. Only motivator factors can improve workers performance Hertzberg (1968:69).

RECOMMENDATIONS TO MANAGERS FROM TWO FACTOR THEORY

George and Jones (2000:41) put forward the following recommendations to today’s managers based on Hertzberg two factor theory:

(i) Realise that some workers are going to be more satisfied than others with the same job because they have different personalities. Also managers can take steps to increase the level of job satisfaction because it’s determined not only by personality but also by the situation.

(ii) Try to place newcomers in work groups whose members are satisfied with their jobs.

(iii) Ask workers the job facets that are important to them and what you can do to ensure that they are satisfied with these facets.
Recognise that workers evaluation of jobs facets 'not what you think about them' determine how satisfied workers are and that changing some facets may have longer lasting effects on the job satisfaction than changing others Armstrong (2001:56).

**JOB ENRICHMENT**

Even though the theory has been criticised by many people, it’s still significant as it separates motivators from hygiene factors. The separation has lead to the concept of job enrichment based on Hertzberg terminology, job enrichment require jobs be provided with more motivational factors than before. Before these motivational factors can be increased the hygiene factors must be maintained at a high level to neutralise dissatisfaction. If hygiene factors decline, dissatisfaction with job increases. Job enrichment attempts to increase employees’ responsibility and recognition while it offers to increase challenges for enriching the job Taylor (1911:51).

**2.1.2 Process Theories**

Needs theories try to identify the integral desires that influence behaviour. They are concerned with the nature and context of motivating factors. By contrast, “process” theories concentrate on evaluating the thought process through which individuals determine their course of action Armstrong (2001:33). They include the following:

1) **Expectancy Theory**

This theory was published in 1964 and suggests that people are not necessarily motivated by internal needs, but more by the expectation that certain actions will achieve an
outcome. The theory argues that employees perform well when they can see a connection between effort, performance, and reward. In theory, extra effort will lead to better performance, and improved job performance will lead to outcomes such as promotion, extra responsibility and more pay Armstrong (2001:34).

II) Equity Theory

J Stacy Adams developed this approach, and it considers that people strive to achieve a situation of balance or equity in terms of perceived ratio of inputs to outcomes in relation to a “comparison other”.

The “comparison other” is often a very individual selection, based on attribute that we consider appropriate to our particular circumstances, although it may be influenced by group membership. Thus, it could be another individual in the same work group, a friend who works in another organization or even a generalized conception based on certain know or assumed characteristics Carrell (1995:45). The inputs that we might consider in assessing the balance are not just those of effort and performance outcomes, but also include skills, educational background, domestic and social circumstances. Outcomes are similarly broad in scope including pay, social esteem and recognition, assignment, office space and furniture Carrell (1995:46).

III) Goal Setting Theory

The essence of goal theory is to bring individuals to share the goals of the organization. Only in this way can organizations be made effective and efficient and individuals encouraged to achieve their full potential. Latham and Locker developed goal theory by combining the ideas of management by objectives (MBO), by which staff focus on the end results of their activities rather than the activities themselves by agreeing
performance targets/goals with supervisors/managers, and motivation theory Buchane et
(1985:64).

The essence of their approach is that people are more motivated and achieve higher
performance when they are set specific goals, when these goals stretch them, when the
goals have been agreed between the superior and subordinate and when the employees
receive feedback on their progress at regular intervals.

Goal theory is seen as a sound basis for performance management – objectives and goals
are used as a means of obtaining better results from all levels and parts of the firm. The
goal setting and performance management process is dynamic - as some goals are
achieved, new goals are set and agreed and the achievement of these becomes a new
motivating force, driven on by positive feedback Armstrong (2001:57).

2.1.3. Principles of motivating employees

Whether one focuses on short-term achievements or longer-term competence
development, there are several general principles one can use to guide specific attempts
to facilitate a person's motivation Beardwell (1997:27).

1. The principle of unitary functioning:

In driver education classes, students are urged to expand their field of vision and "get the
big picture." Analogously, motivational interventionists must understand that they are
always dealing with a whole person who is bringing a personality and developmental
history to a context in which mutually influential psychological, biological, and
environmental processes are interrelated in complexly organised functional patterns
2. **Principle of goal activation:**

If no relevant goal is activated with respect to a desired behaviour pattern, there will be no relevant behaviour. Moreover, one cannot capitalize on positive personal agency beliefs and emotional strengths unless there is some goal in place against which to anchor these thoughts and feelings. Thus although goal activation is just one step in the process of facilitating effective functioning, it is an essential prerequisite for the entire process.

3. **The principle of goal salience**

Successful application of the principle of goal activation will facilitate effective functioning only to the extent that the goals that have been activated are conceived of by the actor in terms that are sufficiently clear and compelling for that person to be able to direct his or her behaviour in concrete ways. Thus one must try to help people think about their goals in ways that elevate current concerns to the status of specific intentions that can guide current behaviour, and that facilitate the development of a person's commitment to pursue those goals in future behaviour episodes.

4. **The principle of goal alignment:**

Beardwell (1997:28) “in trying to facilitate the activation of multiple goals or simply in dealing with an existing motivational pattern, one must be wary of goals conflicts that may constrain the power or clarity of a person’s motivation. For example, unless they are highly unethical, professionals who are being paid by the hour to provide efficient services (lawyers and auto mechanics) are likely to have many behavioural episodes in which they must resolve conflicts between integrative goals (responsibility and equity)
and material gain goals. One should avoid assuming, however, that such conflicts are inevitable.”

5. **The feedback principle:**

People cannot continue to make progress toward their personal goals in the absence of relevant feedback information. Without feedback motivational headquarters is effectively shutoff from action – it can only guess, using feed forward information, how the instrumental troops are doing in their efforts to carry out system directives. Thus feedback is a critical element in efforts to motivate human beings. Feedback can facilitate realistic goal setting, trigger adaptive emotional responses and provide a solid basis for constructing and modifying personal agency beliefs Beardwell (1997:29).

6. **The flexible standards principle:**

When people receive feedbacks indicating that they are not performing up to the standards that they have set for themselves or that the context has defined for them they may become anxious, discouraged, self-doubting or otherwise de-motivated. This is especially likely to occur when these standards appear unattainable in the foreseeable future. Its important to emphasize that making a standard flexible does not mean making it vague or “wish- washy” rather it means being willing and able to replace one clear, challenging standard (weight loss goal, a sales profit goal) with another clear, challenging standard (either harder or easier than the first) when the first one has been accomplished or evaluated as unrealistic Beardwell (1997:30).
7. The optimal challenge principle:
A pervasive theme in contemporary theories of motivation that is closely related to the flexible standards principle is the idea that motivation is maximized under conditions of "optimal challenge" that is, conditions in which standards for goal attainment are difficulty given the persons current level of expertise, but still attainable with vigorous or persistent effort Beardwell (1997: 31).

2.1.4. The Summary of Practical Motivational Factors That Have Been Identified By Employees at Various Work Place Surveys
Many studies carried throughout the world have identified different factors that motivate employees. Mutinda (2003:23) quoted Aldae and Stearns (1999:34) to have summarized a review of studies that reports the effects of monetary incentives, group incentives, good setting, job enrichment and participation on performance. From the review of Aldae and Stearns (1999:21), individual incentives work better than group incentives Jan (2003:21) states that employees globally respond to motivational incentives with high performance. In his study, Polarold (2002:32) identified and recommended various motivational aspects which include:

a) Good financial incentives

b) Provision of basic daily essentials

c) A change of working environment

d) Training of employees

Other studies such as that of Gold Hirsh group in America, Ricks, Ginn and Daughtrey (2000:34) pointed out the following factors as being of great importance to workers.
These are health, insurance benefits, job security, training and development and interesting work. High income on the other hand was ranked low while other factors of great importance are advancement opportunities and recognition for good performance.

2.1.5 ACTUAL MOTIVATIONAL PRACTICES

Both Thomson and Strickland (2001:35) have argued that it is important to have motivational practices in place if the strategic plans of a company are to succeed. They advanced the following practices, which are common in most of the first class world leading firms:

(i) In Japanese companies, most of the employees meet often to have inspiration motivational aspects and chat corporate litany.

(ii) The use of standard reward, punishment mechanism, salary rise, bonuses, stock options, promotion, praise and recognition. As an example at Atmars Bars Makers employees receive 10% bonus for coming at work on time.

(iii) Wal-mart stores (U.S.A) have effectively designed a set of incentives and rewards that encourage employees to do the things that are needed to meet performance targets.

Peters and waterman have noted that the creation of company or corporate culture is one of the most untapped motivational factors.
2.1.6. GENERALLY ACCEPTED MOTIVATIONAL FACTORS

Most of the management writers and researchers agree unanimously that there are general factors that motivate employees at their work places. Factors that motivate employees in an organization fall into two categories:

1) Extrinsic motivation: This refers to tangible rewards that fall outside the doing of the job. They include influences such as pay earned for doing a job, fringe benefits, promotion, contract of service, the work environment, nature of management and supervision. Such tangible rewards are often determined at the organizational level and may be largely outside the control of individual managers.

2) Intrinsic motivation: These refers to the physiological rewards arising from the performance of the job itself and are factors such as the opportunity to use ones ability, a sense of challenge and achievement, receiving appreciation, positive recognition and being treated in a considerable manner. These rewards are those that can usually be determined by the actions and behaviour of individual managers Lathrop (2002:32).

1) Quality of supervision:

Supervision involves technical knowledge, human relation skills and coordination of work activities. Effective supervision that provides a climate in which people have working for themselves and supervisors stay out of the way to let people manage their work, leads to high levels of job performance Beer and Walton (1990:67).
2) Job security:
A job spells out security and is a common positive reason for working. Working within an organization may spell even greater security than working within an alternative enterprise, which may motivate a person, accept one post in preference to another Decenzo (2001:125).

3) Quality of Physical Working Conditions:
Workers are positively motivated by a pleasant congenial environment in which to work. Such a good layout and ambient (temperature, noise, music) management should thus provide good working conditions so that workers can achieve their full production potential Decenzo (2001:125).

4) Interesting Work:
This is achieved through how an organization designs the job in terms of the relationship between employees and the nature and content of jobs and their task functions. This is achieved through:

(i) Job rotation
This involves moving a person from one job or task to another in an attempt to add some variety and help remove boredom. It also leads to acquisition of additional skills hence it’s a form of training.

(ii) Job enlargement
This involves increasing the scope of the job and the range of tasks that the employee carries out, by combining related operations at the same level. Hackman and Lawler (1971:29) reported that workers in varied jobs were generally more satisfied and performed better than those with less variety.
(iii) **Job enrichment**

Is an extension of the more basic job rotation and job enlargement methods but attempts to enrich the jobs by incorporating motivating and growth factors just as increased responsibility and involvement opportunities for advancement and sense of achievement. It involves giving an employee a greater autonomy and authority over planning, extension and control of their own work.

5. **Wages and Salaries:**

An organization should give fair and equitable salaries and wages between the various categories of employees and the nature of jobs performed by them. Psychologically an employee is often more interested with what his fellow employees are receiving as compared to him. Differences in wages and salaries payment however should be a result of objective evaluation and in accordance with the relative worth of each job to the organisation and not because of personalised and arbitral decisions of the management. Saleemi and Bogonko(1997:25).

6. **Incentives/Bonuses:**

These are pay plans designed to stimulate human effort by rewarding the person over and above the time rated remuneration for improvement in the present or targeted result. They include personal incentives that are either time based or production based. Time based incentive plans are also called premium plans because they seek to reward outstanding performance and efficiency. Production based bonuses are given if a worker completes the work within the standard time. They can be in-form of money, merchandize, time off, additional benefits e.t.c Saleemi and Bogonko(1997:25).
7. **Involvement, Participative Decision making:**

This is the recognition of efficient use of human resources for business success together with advances in social democracy by employees' involvement. This requires that the organisation develop the talents and commitments of all their employees hence improving job satisfaction, demands a spirit of teamwork and cooperation and allowing people a greater say in decisions that affect them at work, Coupar (1994:45-50).

8. **Quality Of Interpersonal Relationship:**

In order to build spirit, motivation and commitment, employees should be in control of at least some part of their lives and they should be given some influence over things that affect them, through the self-managing team groups. Employees should also be organized into teams that cut across old boundaries, trained and placed in jobs that challenge their abilities given information they need, informed of what they need to accomplish and their twined loose Waterman (1994:28).

9. **Flexible Working Arrangement:**

This involves giving employees greater freedom and control over the scheduling of their work into flextime within certain limits (core times). Staffs are free to vary arrival, lunch and departure times at work to suit their own individual needs and preferences. For example people can work from any geographical location from head office, a satellite office, and shared access tele-care, from home, hotel or car kinsman (1994: 31).

10. **Fringe Benefits (Manipulatables):**

These are kinds of records in form of auxiliary in the work place. These are desk accessories; wall plaques; company car; watches; trophies; commendations; tie pins; appliances and furniture for home use; personal computer for home use/personal use;
home shop tools; garden tools; clothing; club privileges and use of company recreation facilities Saleemi and Bogonko 1997:27).

11) Autonomous Working Groups

Increased responsibility and autonomy can also be provided by teamwork where the team is responsible for work allocation and organisation. The working groups can also provide opportunities for increased skill variety and opportunities for more flexible working and individual development. Additionally they provide social companionship and sense of pride in the teams work Waterman (1994:31).

12) Career Break Schemes:

Organisations, which make provisions for employees to take career breaks while retaining their rights to return to work at a later date normally, benefit from such schemes. Employees in return dedicate much of their production hours to the organization duties, hence high productivity Waterman (1994:32).

13) Consumables:

These are items that can facilitate good working conditions to the employees. They include the following: coffee-break treats, free lunches, food baskets, Easter hams, Christmas turkeys, Dinner for the family on the company, company picnic, after work wine and cheese parties, time off trips, entertainment/sports events and educational class Waterman (1994:34).

14) Casual Dress:

A relaxed dress code can be a big motivator for many employees in the right culture. There are several variations for business casual policies such as the day’s activities
(employees dress casually or professionally depending on the type of work and
appointment schedule with internal or external visitors Waterman (1994:34).

15. on-The-Job Training:

On-the-job training involves taking unskilled workers and training them while on the
job to perform entry-level tasks. The concept can be taken to increase higher levels by
moving employees into increasing more difficult jobs and training them while they
perform the task Waterman (1994:36).

16. Job Sharing:

Two employees to do the work of one by sharing hours, responsibilities require good
communication between the employees and with the supervisor to maintain job efficiency
and effectiveness.

17. Toss a Party For The Best Worker In One Calendar Year:

In order to motivate employees, the management needs to introduce a system that at
every calendar year of the company’s budget there is a provision for conducting a party
for the best staff from each department Waterman (1994:32).

18. Merit Certificates for the Three Best Workers in Each Section:

By rewarding certificates for the three best workers in each section will create high
motivation in the organization and it must be ensured that it is given on merit

19. Trophy for Interdepartmental Teams

Workers in each department will be encouraged to form teams for various games to
compete for trophies so that the department which wins will be awarded a trophy and
some various presents Elois(2004:2)
20. Dinner for Employees with Their Spouses and Company Management:
If the firms are big enough they should arrange for a one-day dinner for employees and their spouses, at least once a year Elois(2004:3).

21. Chief Executive to visit Departmental Sections:
It's encouraging or motivating when chief executives or senior officers make a courtesy call to departmental sections and have a special moment for communicating with the employees Elois(2004:3).

22. Company Transport:
It motivates the employees of the company if provided with transportation facilities.

23. Medical Health for Employees Family (Spouses and Children):
When a company provides health care to an employee’s family, it indeed motivates the employee Elois(2004:3).

24. Clearer Company Policy:
The company must have a clear policy, which must be easily understood by all her employees Elois(2004:4)

25. Often Meetings:
For the company or the organization to succeed in its objectives, it must regularly conduct meetings with all members of staff Graig(1998:66).

26. Leave With Pay:
Employees get encouraged when they get leave with full pay.
27. Employees Publications In The Company’s Newspaper or Magazines:
If the company produces its own magazines it’s advisable to inform employees to write their articles so as to be published. It also needs to publish the name of the workers who do a good job and put their pictures in the Magazines, State of Texas (2005:4).

28. Often Promotions:
If an employee attains the year of promotion, he should be promoted either on merit or due to training or because he has acquired higher qualification in line of his or her profession Dereck(2006:3).

29. Verbal Greetings and Smile of the Managers to the Workers:
When senior staff gives a staff to their subordinate staff, it motivates them and makes them feel more recognized.

30. Organization Charts and Graphs:
The organization should draw charts and graphs with full responsibility on their employees showing clear activities for each employee. This system motivates the employee morale in the organisation Graig(1998:12).

31. Self-Performance and Appraisal Forms:
All employees need to be given defined and designed form with a clear language to appraise themselves which will be given to senior staff for perusal and even be kept in the human resource management department in the employees file Nzuve(1999:62).

32. Name Tags:
Employees will be motivated if provided with nametags having their passport and stating their responsibilities in the organisation Dereck (2006:5).
2.2. CONCEPTUAL FRAMEWORK

High performance depends both on the ability and motivation. Many employees with extra ordinary talents do not perform satisfactorily because they will not exert the necessary effort. Therefore we desire to have capable employees who are highly motivated. If a person is to perform effectively, extrinsic factors such as job design, working conditions and job security must be seen satisfactorily. But that alone is not enough; many people also look for intrinsic factors such as achievement, recognition, and responsibility from their work. For individuals who place high value on intrinsic factors the absence of these factors can reduce ones willingness to exert high degrees of effort.

But other factors can also influence motivation. The performance appraisal process and its outcome will affect employees’ motivation. People expect their work to be objectively evaluated. If they think their efforts will unfairly be judged, motivation will decrease. So it’s important to consider performance appraisals and how they are done. Furthermore the rewards or punishments that follow the appraisal will influence motivation. Rewards, compensation administration benefits are considered in the motivation function. Discipline too has an effect on motivation. As a conclusion a well-motivated individual who has up to date skills and knowledge, will be expected to be competent and will exert a high level of effort.
Intrinsic motivational factors

Extrinsic motivational factors

Performance of Valuers

Independent variables

Dependent variable

Figure 4: Conceptual Framework
CHAPTER THREE
RESEARCH METHODOLOGY

3.0 INTRODUCTION

This section describes the methodology that was utilized in this study. The specific issues to be addressed included, research design, the study area, target population, sampling procedures, data collection instruments and procedure, reliability and validity of the instruments and data analysis.

3.1 RESEARCH DESIGN:

The research design adopted was descriptive to collect both quantitative and qualitative data. This method was appropriate because it allowed for extensive data collection and in-depth investigation within a short time frame (Mugenda and Mugenda, 1999).

3.2 AREA OF STUDY

The study was done in Nairobi-Kenya. Within this area of study only the Valuers working within the private sector were considered during the data collection stage. This area of study was chosen since it represents the majority of Valuers in the country-Kenya.

3.3 TARGET POPULATION:

The target population comprised all the Valuers working and practising in Nairobi City. Their employers were also targeted for the study population and the figures were as follows:
a. Valuers 200
b. Employers 30


3.4 THE SAMPLE POPULATION

The target population consisted of 230 subjects; Valuers 200 and Employers 30 based in Nairobi town. Fifty Valuers and fifteen employers were sampled out by systematic random sampling. The advantage with this sampling method was that, the sample size was proportional to their occurrence in the population and also it was free from bias, as each subject had the same chance of being selected. The sample was thus a representative of the entire population.

3.5 SAMPLING METHOD

Systematic random sampling method was used in selecting the sample. Under this method, elements are selected from the population at a uniform interval that is measured in time, order or space, a random starting point is selected and then every 4th member of the target population was picked for the sample in the case of the Valuers while for the employers every 2nd member of the target population was picked as the sample.

3.6 RESEARCH INSTRUMENTS

The research employed the use of questionnaire as the main research tool. The questionnaires were of two types and had both open and closed ended questions. The first type targeted Valuers (employees) employed to carry out valuation practices in the private sector. The second type of questionnaire targeted employers of the Valuers
targeted by the first type of questionnaires. It should be noted that these employers in most of the cases, were also Valuers by profession although some of them are involved in other professions and businesses.

3.7. PILOT STUDY

Pre-testing of the data collection instrument was done before the actual field research was carried out so as to evaluate the validity and reliability of the research instruments. The pilot study was administered in selected firms in Nairobi. After the pretext, modifications and adjustments were made where necessary.

3.8. DATA COLLECTION PROCEDURE

A 4-day preliminary survey in all selected firms was undertaken, so as to identify their location, to identify research assistants and arrangements with the administration for the actual data collection day. Questionnaires together with introduction and covering letters were distributed to subjects forming the study sample. They were then collected in a span of a week.

3.9 DATA ANALYSIS AND PRESENTATION

Data generated by questionnaires was analyzed using descriptive statistics including frequencies and percentages. The data was coded and entered into a computer for analysis through statistical package for social sciences (S.P.S.S).

The research findings were presented in form of tables’, bar graphs, pie charts and histograms.
CHAPTER FOUR
RESULTS AND DISCUSSIONS

4.0 INTRODUCTION.

This chapter presents the data analysis, their interpretation and the main findings of the research. The responses of the Valuers and those of the private employers have been presented separately. The purpose of this is to provide easier comparison and comprehension. The first section explains the respondents’ background in terms of gender, educational background and their work experience. The second presentation pertains to the respondents’ perception of their job in relation to motivational factors while the last section reports the suggestions that were given by the respondents concerning what can be done to ensure the private Valuers are motivated to perform their jobs well.

4.1 Socio-Demographic Characteristics of Study Participants

As explained under chapter 3 of this report a total sample of 50 Valuers and 15 employers were selected to form the research sample. The figures represent 25% of the target population for the case of Valuers and 50% of the target population for the case of employers. On the first questionnaire, two of the respondents did not fill their questionnaires while for the second, all the 15 respondents filled and returned their questionnaires.
4.1.1 Gender and Educational Background

Table 4.1 shows that a total of 35 (55.6%) males and 28 (44.4%) females took part in the research. The figures translate to 1.25:1. This means that both men and women were equally represented. The table also shows that all the respondents were University graduates, the reason being that for one to practice as a Valuer he/she has to be a University graduate with a degree in Bachelor of Arts in land Economics.

Table 4.1: Distribution of Respondents by Gender and Educational Background.

<table>
<thead>
<tr>
<th>Educational background</th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>N</td>
<td>%</td>
<td>N</td>
</tr>
<tr>
<td>Graduate</td>
<td>35</td>
<td>55.6%</td>
<td>28</td>
</tr>
<tr>
<td>Diploma</td>
<td>0</td>
<td>-</td>
<td>0</td>
</tr>
<tr>
<td>Secondary school</td>
<td>0</td>
<td>-</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>35</td>
<td>55.6%</td>
<td>28</td>
</tr>
</tbody>
</table>

Source: Researcher (2006)

4.1.2 Work Experience

Table 4.2 indicates that 50% of the Valuers had the experience of between 0-5 years while 25% had the experience of 5-10 years while 25% had the experience of over 10 years.

Table 4.2: Distribution of Respondents by Work Experience (Valuers)

<table>
<thead>
<tr>
<th>Work experience</th>
<th>No</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-5 years</td>
<td>24</td>
<td>50%</td>
</tr>
<tr>
<td>5-10 years</td>
<td>12</td>
<td>25%</td>
</tr>
<tr>
<td>Over 10 years</td>
<td>12</td>
<td>25%</td>
</tr>
<tr>
<td>Total</td>
<td>48</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Researcher (2006)
Table 4.3 shows that 20% of the employees had the experience of 0-5 years while 33.3% of them had between 5-10 years working experience as private employers, lastly 46.7% had the experience of over 10 years.

**Table 4.3: Distribution of Respondents by Work Experience (Private Employers)**

<table>
<thead>
<tr>
<th>Work experience</th>
<th>No</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-5 years</td>
<td>3</td>
<td>20%</td>
</tr>
<tr>
<td>5-10 years</td>
<td>5</td>
<td>33.3%</td>
</tr>
<tr>
<td>Over 10 years</td>
<td>7</td>
<td>46.7%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>15</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

*Source: Researcher (2006)*

4.2 Motivational Factors

4.2.1 Career Development and Remuneration

When the Valuers were asked of career development opportunities they had enjoyed, 80% indicated that they had not enjoyed any, while 20% indicated they had attended short course in computer packages. All the respondents who had attended the short course computer packages indicated that they sponsored themselves and the employers had no role in this. 90% of the private employers indicated that they have not done any course in business management while the remaining 10% reported they have done a course in business management ranging from a certificate, diploma up to a masters course in Business Administration.

The results of the study indicate that most respondents felt their salary was not enough to meet their needs 92% while the remaining 8% reported in the affirmative. Those who said the salary was not enough indicated that the money could hardly afford them a
descent accommodation. 85% of the Valuers indicated that their salary was lower than what the public sector was offering following the recent salary increment for civil servants.

Only 25% of the Valuers reported that they received non monetary benefits from their employers. This included coffee breaks treats, free lunches, Easter hams, Christmas turkeys, and company transport and name tags.

30% of the Valuers reported that they miss going to work. The reasons they gave included the following: sicknesses, harassment, disinterest in work, supplementing their little salary with other businesses and disagreement with their employers. Out of 70% of the Valuers who did not miss reporting to work 60% of them stated that they feared losing their jobs, while only 40% of them reported that the job was challenging and interesting.

4.2.2 HOW TO MAKE JOBS MORE INTERESTING:

When the Valuers were asked of what they would like changed about their jobs to make them more interesting and enable them to improve on their performance, the responses were as shown in table 4.4. Most of the respondents believed that introducing better working conditions (20.8%) and security of tenure (20.8%) were the best ways to make job interesting.
Table 4.4: Distribution of Respondents on How to Make Jobs Interesting

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introducing friendly management styles</td>
<td>8</td>
<td>16.7%</td>
</tr>
<tr>
<td>Introducing good working conditions</td>
<td>10</td>
<td>20.8%</td>
</tr>
<tr>
<td>Security of tenure</td>
<td>10</td>
<td>20.8%</td>
</tr>
<tr>
<td>Involvement of juniors in decision making</td>
<td>7</td>
<td>14.6%</td>
</tr>
<tr>
<td>Improving the overall compensation package</td>
<td>8</td>
<td>16.7%</td>
</tr>
<tr>
<td>Encouraging teamwork</td>
<td>2</td>
<td>4.2%</td>
</tr>
<tr>
<td>Job enlargement</td>
<td>1</td>
<td>2.1%</td>
</tr>
<tr>
<td>Job enrichment</td>
<td>1</td>
<td>2.1%</td>
</tr>
<tr>
<td>Career break schemes</td>
<td>1</td>
<td>2.1%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>48</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

*Source: Researcher (2006)*

The research indicated that factors such as job enrichment (2.1%), job enlargement (2.1%), and career breaks had minimal effect on improving the morale and employee performance. Factors such as compensation package overhaul, and friendly management styles had an impact on the employee performance. As indicated in table 4.4 the most important factors were security of tenure and good working conditions for the employees.

4.2.3 EFFECT OF MOTIVATIONAL FACTORS ON PERFORMANCE

Table 4.5 shows the effect motivational factors have on the Performance of Valuers. Good working conditions had the highest effect on the employee’s performance, followed by better salary, job autonomy, job security, job enrichment, job enlargement.
### Table 4.5: Distribution on Responses on the Effect of Motivational Factors:

<table>
<thead>
<tr>
<th>MOTIVATIONAL FACTOR</th>
<th>EFFECT</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Decreases</td>
</tr>
<tr>
<td>Salary</td>
<td>0%</td>
</tr>
<tr>
<td>Job autonomy</td>
<td>0%</td>
</tr>
<tr>
<td>Recognition</td>
<td>0%</td>
</tr>
<tr>
<td>Job security</td>
<td>0%</td>
</tr>
<tr>
<td>Job enrichment</td>
<td>0%</td>
</tr>
<tr>
<td>Job enlargement</td>
<td>0%</td>
</tr>
<tr>
<td>Good working conditions</td>
<td>0%</td>
</tr>
<tr>
<td>Flex time</td>
<td>0%</td>
</tr>
<tr>
<td>Challenging work</td>
<td>0%</td>
</tr>
<tr>
<td>Job rotation</td>
<td>0</td>
</tr>
<tr>
<td>Participative decision making</td>
<td>0%</td>
</tr>
<tr>
<td>Responsibility and power</td>
<td>0%</td>
</tr>
<tr>
<td>House allowance</td>
<td>0%</td>
</tr>
<tr>
<td>Company transport</td>
<td>0%</td>
</tr>
<tr>
<td>Clearer company policy</td>
<td>0%</td>
</tr>
<tr>
<td>Leave with pay</td>
<td>0</td>
</tr>
<tr>
<td>Job sharing</td>
<td>0</td>
</tr>
</tbody>
</table>

*Source: Researcher (2006)*

It can be seen from the above table that majority of the Valuers reported that the listed motivational factors had an effect of increasing their performance.
4.3 Human Resource Practices

When the Valuers were asked of how the following human resources practices were carried out their responses were as follows; table 4.5 shows that most of the human resource practices were carried out poorly. 90% of the respondent felt that promotion was poorly done, followed by recruitment (80%), selection 77%, induction 70%. 75% responded by claiming that compensation was poor.

Table 4.6: Response on How Human Resource Practices Are Carried Out.

<table>
<thead>
<tr>
<th>Practice</th>
<th>Poorly</th>
<th>Satisfactorily</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promotion</td>
<td>90%</td>
<td>10%</td>
</tr>
<tr>
<td>Recruitment</td>
<td>80%</td>
<td>20%</td>
</tr>
<tr>
<td>Selection</td>
<td>77%</td>
<td>23%</td>
</tr>
<tr>
<td>Induction</td>
<td>70%</td>
<td>30%</td>
</tr>
<tr>
<td>Compensation</td>
<td>75%</td>
<td>25%</td>
</tr>
<tr>
<td>Retirement</td>
<td>96%</td>
<td>0.4%</td>
</tr>
<tr>
<td>Retrenchment</td>
<td>84%</td>
<td>16%</td>
</tr>
<tr>
<td>Transfer</td>
<td>60%</td>
<td>40%</td>
</tr>
</tbody>
</table>

*Source: Researcher (2006)*

4.3.1 Opting to leave job

When the Valuers were asked if given an opportunity they would leave their current jobs, the responses were as follows; majority 80% said yes, while 20% said no. Table 4.7 indicates that most respondent would opt for another job if it was better paying (70%), better working conditions (10%) and involvement in decision making(10%).
Table 4.7: Reasons for Opting to Leave the Job

<table>
<thead>
<tr>
<th>Reasons for opting to leave the job</th>
<th>Percentage</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>For better paying job</td>
<td>70%</td>
<td>33</td>
</tr>
<tr>
<td>For better working conditions</td>
<td>10%</td>
<td>5</td>
</tr>
<tr>
<td>For higher rate of job satisfaction</td>
<td>10%</td>
<td>5</td>
</tr>
<tr>
<td>For involvement in decision making</td>
<td>10%</td>
<td>5</td>
</tr>
</tbody>
</table>

*Source: Researcher (2006)*

Majority of the 20% who would not leave their jobs stated that their current jobs offered high challenge as opposed to what is in the public sector.

**4.3.2 Measures to enacted by government**

The Valuers' proposed the government to enact the following measures to ensure that they are fully motivated. 80% of the respondents stated that the government should as a matter of priority stipulate the minimum basic salary which should be paid to Valuers. They stated Kshs 20,000 as the lowest figure to the government can adopt. 70% of the respondents proposed that the government should come up with a mechanism of ensuring Valuers are paid all their salary (dues) without any delay. Employers who fail to meet this responsibility should be prosecuted.

When asked on what the private employers should do to motivate them, 30% reported that job security should be guaranteed, while 10% reported that the management should
adopt a democratic management style, while 60% reported that these employers should consider improving their remuneration package which include a lowest basic salary of Kshs 20,000 a house allowance of Kshs 10,000 and annual leave travel of Kshs 10,000. Lastly all the respondents (Valuers) agreed unanimously that performance is largely dependent on their salary among other factors. The more the salary was increased the more they can perform well.

4.3.3 Employers View on Motivation

When the employers were asked whether they had any knowledge of employees’ motivation, 90% said no while a similar percentage stated they experienced problems related to Valuers’ performance. 70% of the employers rated their staff to have a low morale, 10% rated it as average while 20% rated it as high. Those who stated the morale of their staff as low cited low salary as the cause, while 20% whose staff demonstrated high morale cited adequate remuneration as the cause.

Majority of the employers (95%) stated they have no training and development policy for both themselves and their staff, while only 5% have such a policy for themselves and not for their staff. It was revealed that the employers are not provided with career opportunities by the Institute of Surveyors of Kenya (I.S.K). The only seminar organized by I.S.K turn out to be political forums where new leaders are elected at every other meeting.
A whooping 88% of the employers agreed that their staff (Valuers) should love their jobs regardless of the low salary as way of enabling them to acquire the necessary required experience which will make them pass the I.S.K exams and get registered to operate on their own.

80% of the employers reported providing the following motivational factors to their employees (Valuers); adequate salary, good working conditions, challenging work, leave with pay and a clearer company policy. 50% of them reported providing no job rotation, no company transport, no job security, no flex time, no job enrichment and job enlargement. All the employers agreed that salary recognition, job security, good working conditions, challenging work, house allowance, company transport and leave with pay increased Valuers performance while only 20% thought job autonomy, job enrichment, job enlargement, flex time, job rotation and job sharing had no effect on Valuers performance. While only 10% thought participative decision making responsibility power decreased performance of the Valuers.

4.4 Discussions

As Kenya anticipates being an industrialised nation by the year 2020, the role of private Valuers towards this target cannot be ignored. There is need to have highly motivated Valuers so as to achieve the required economic take off. As stated earlier under chapter one of Valuers works hand in hand with both investors and financial institutions as they provide necessary information pertaining the borrowing capacity of investors.
This means that the financing institutions can recoup back their money in situations where the investors are unable to pay their loans through the sale of properties held as security and the investors acquire a large capital base.

Motivation is a complex issue; hence employers should adopt the right combination of motivational factors to ensure employees perform to their maximum. As established earlier employees work towards achieving different goals. There are those who work to acquire basic needs such as; food, clothing and shelter others work for fun while others work towards growing professionally. Human beings are quite unique and as such they require different motivators to motivate them.

For one to be fully motivated, both intrinsic and extrinsic motivation should be taken into consideration. This means that motivation should come within the employees on one hand while on the other employers are called upon to provide conducive working environment. Those interviewed (Valuers) cited most of the human resource practices as being handled poorly. Recruitment, selection, induction, and compensation are poorly done while promotions is none existence in most of the cases. Retirement is carried out haphazardly as the affected employees do not have a retirement pension scheme in place. When retrenchment is done the affected employees are not compensated at all. Compensation of Valuers is poor. They get little basic salary which can hardly afford them meet their basic needs, other monetary benefits such as house allowance leave with pay, transport allowance and annual leave travel allowance are non existence within this cadre of employees. non-monetary motivational factors such as career development,
training and development, employee services, democratic management style, study leaves were either non-existent or inadequate in majority of the cases.

The findings of this study largely support the research questions formulated earlier as a basic guide for the research.
CHAPTER FIVE
SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0. Introduction
This chapter gives a summary of the findings, conclusion and recommendations of the study.

5.1 Summary of the study
This research was designed to investigate motivational factors affecting employees work performance. The target population was Valuers working within the private sector in Nairobi. The research sample involved two different but related categories of employees work performance. The target population was Valuers working within the private sector in Nairobi. The research sample involved two different but related categories of employees for the purpose of collecting balanced and representative views on the subject under research. The first group comprised members of staff (Valuers) while the second were the private employers. The results of the finding largely confirmed the information in the research questions formulated before in this research.

The purpose of the study was assessing the motivational factors affecting employees’ performance in the private sector. A descriptive design was used to collect both qualitative and quantitative data. The study participants were interviewed using pre-tested questionnaire with closed and open ended questions. Data was coded, checked and entered using statistical package for social scientist (SPSS). Data was then analysed and results presented using tables, graphs.

5.1.1 Socio- Demographic characteristics of respondents
All the 230 respondents interviewed were graduates and above. 44.6% of the respondents were female while 55.4% were male. 50% of the Valuers had the experience of between 0-5 years while 25% had the experience of 5-10 years while 25% had the experience of...
over 10 years. 20% of the employees had the experience of 0-5 years while 33.3% of them had between 5-10 years working experience as private employers, lastly 46.7% had the experience of over 10 years.

On career development opportunities they had enjoyed, 80% indicated that they had not enjoyed any, while 20% indicated they had attended short course in computer packages. All the respondents who had attended the short course computer packages indicated that they sponsored themselves and the employers had no role in this. 90% of the private employers indicated that they have not done any course in business management while the remaining 10% reported they have done a course in business management ranging from a certificate, diploma up to a masters course in Business Administrations.

5.1.2 Motivational factors

The results indicate that most respondents felt that motivational factors were poorly being managed and there should be adjustments made to motivate employees. The results of the study indicate that most respondents felt their salary was not enough to meet their needs 92% while the remaining 8% reported in the affirmative. Those who said the salary was not enough indicated that the money could hardly afford them a descent accommodation. 85% of the Valuers indicated that their salary was lower than what the public sector was offering following the recent salary increment for civil servants.

Only 25% of the Valuers reported that they received non monetary benefits from their employers. This included coffee breaks treats, free lunches, Easter hums, Christmas turkeys, and company transport and name tags. 30% of the Valuers reported that they
miss going to work. The reasons they gave included the following: sicknesses, harassment, disinterest in work, supplementing their little salary with other businesses and disagreement with their employers. Out of 70% of the Valuers who did not miss reporting to work 60% of them stated that they feared losing their jobs, while only 40% of them reported that the job was challenging and interesting.

5.1.3 Human resource practices

The study indicates that most of the human resource practices were carried out poorly. 90% of the respondent felt that promotion was poorly done, followed by recruitment (80%), selection 77%, induction 70%. 75% responded by claiming that compensation was poor.

Retirement benefits and process were among the poorest scoring among practices in the human resources department,

5.2 CONCLUSIONS

There is need for both the government and private employers to put measures in place to ensure that Valuers are maximally motivated. The findings of this research have fully proved that improvement in performance cannot be achieved through provision of inadequate motivational factors. Lack of provision of adequate motivational factors means that the private employers cannot get full value for their money. There is need to encourage Valuers to work hard and perform to their best.

A large majority believes that good motivational factors should be administered to have good employee performance.
5.3 RECOMMENDATIONS

The following recommendations have been made towards achieving full motivation of the Valuers hence improving their performance.

5.3.1 Recommendations to policy makers

1. **Total compensation:** The institute of surveyors of Kenya (ISK) should come up with a policy stating the minimum basic salary which should be paid to Valuers and ensure that private employers adhere to it. Other monetary rewards such as house allowance, leave with pay, transport allowance, annual leave allowance should be provided to Valuers and in adequate amounts.

2. **Job security:** Valuers should be provided with job security by their employers. Private employers should cease the habit of retrenching their employees (Valuers) without following the right procedures.

3. **Reducing the period required for one valuer work as an associate member before becoming a full member of ISK from three years to one year.**

   Currently a valuer has to work for three years as an Associate Member before he can sit for an I.S.K exam which is a prerequisite for one to become a Full Member. The period is too long compared to what other professionals take e.g. lawyers take one year before they are registered to operate fully on their own. Recommendation is here made to lower this period from three years to one

4. **Team approach:** A team approach for all players in the industry should be designed to help in solving of problems.
5.3.2 Recommendation for practice

1. **Interesting work.** The work of Valuers should be made more interesting by enriching their jobs. This should be achieved through provision of motivation and growth factors such as increased responsibility and involvement opportunities for advancement of achievement. The Valuers should also be provided with greater autonomy and authority over planning, extension and control of their own work.

2. **Provision of Consumables:** Valuers should be provided with good working conditions. They include coffee break treats, free lunches, food baskets, Easter hams, Christmas turkeys, dinner for the family, company picnics, after work wine, entertainment/sports events and educational class.

3. **On-The -Job Training:** The Institute of Surveyors of Kenya (I.S.K) should encourage employers to offer on-the-job training to new graduates from the universities and stop dismissing the inexperienced fresh graduates some of them who end up lacking the required experience forever.

4. **Adoption of a Democratic Style of Management:** The management of valuation firms should adopt democratic style as opposed to autocratic (dictatorial) style used by majority of employers. Valuers should be involved in making of decisions which touch on them.

5. **Proper Handling of Human Resource Practices:** Recruitment, selection, promotion and retirement should be handled properly and without
5. discrimination. All employees should be given equal opportunities during recruitment, selection and promotion, while those who retire should be adequately prepared and compensated without delay.

5.3.3 SUGGESTIONS FOR FURTHER RESEARCH

1. The researcher suggested further research to be done on the assessment of motivational factors affecting Valuers work performance within the public sector –Kenya. This will be a broader based study, covering a wider geographical and embracing greater demographic, economic and social diversity.
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