THE FACTORS INFLUENCING MOTIVATION OF WORKERS
WITHIN THE TEA PLANTATION INDUSTRY IN KENYA

(A Case Study of Tea Pluckers in James Finlay (K) Limited)

By

CAROLINE CHEPKOECH KORIR

REG. NO. D53/OL/3716/04

A RESEARCH PROJECT SUBMITTED IN PARTIAL
FULFILMENT OF THE REQUIREMENTS OF MASTERS IN
BUSINESS ADMINISTRATION (HUMAN RESOURCE
MANAGEMENT)

SCHOOL OF BUSINESS
BUSINESS ADMINISTRATION DEPARTMENT
KENYATTA UNIVERSITY

JUNE 2006
DECLARATION

This research project is my original work and has not been presented for a degree in any other University or any other award.

Name: Caroline Chepkoech Korir

Signature ___________________________ Date ______ 27th FEB, 2007

This research project has been submitted for examination with approval of:

Supervisor: Mr. Shadrack Bett
Lecturer – Department of Business Administration.

Signature ___________________________ Date ______ 27th FEB, 2007

Mr. Dominic Ngaba
Chairman: Department of Business Administration.

Signature ___________________________ Date 06.03.07
ACKNOWLEDGEMENT

My special thanks go to my supervisor, Mr. Shadrack Bett, lecturer in the Department of Business Administration for his guidance throughout the research process.

My appreciation goes to the Director – Corporate Affairs James Finlay (K) Ltd, Mr. Titus Korir, whose permission and facilitation enabled me to complete the research project. Much thanks to the estate management of Kapkoros, Chemase, Marinyin, Simotwet and Chebitet for their guidance and assistance in the field.

My acknowledgement finally goes to the respondents for their cooperation and willingness to be involved in the project.
DEDICATION

This project is dedicated to my family members. This is to my husband Erick Korir who tirelessly supported me during the research period and to our children Frida and Brian who withstood my occasional absence.
ABSTRACT

In every market and economy, workplace environment and employees motivation are vital to business success. Too often, business owners focus exclusively on sales and marketing overlooking the very people that fill such positions. Driving such businesses to higher levels of performance and profit requires intrinsic and extrinsic motivation.

Intrinsic motivation is what comes from within, the interest in a task and the satisfaction that comes from doing a job well. Extrinsic motivation comes from outside oneself essentially from rewards.

Managers need to understand what motivates employees within the context of the roles they perform. Of all the functions a manager performs, motivating employees is arguably the most complex. This is due in part to the fact that what motivates employees change constantly, for example, as employees' income increases, money may become less of a motivator than recognition of ones' effort at work and as employees get older, interesting work and good working conditions become more motivators. This is due to the fact what motivates one employee may not be a motivator to another employee.

In an organization it is possible to find that some employees' work consistently harder than others who are equally talented or qualified. The study of motivation helps managers to understand this kind of variance. More importantly, a working knowledge of what motivates people enable managers to take constructive steps to improve their employees' job performance and hence their productivity is important that a good manager not only selects qualified, experienced and competent people but also gives them the necessary support to enable them to exert effort to achieve high performance.

Motivation of staff is important in the currently changing work places and situations since motivated employees are more productive and help the organization to survive. This study was on the factors that influence motivation of workers in the tea plantations in Kenya and the focus was on tea pluckers of James Finlay (K) Ltd in Kericho. The main objective was to find out those specific factors that are important to their motivation. The
This study was on the factors that influence motivation of workers in James Finlay (K) Limited. The main objective was to investigate the factors that affected tea pluckers in James Finlay (K) Limited in Kericho. The specific objectives considered how remuneration, working conditions and leadership affected motivation of such workers in that company.

Literature review was done and documented in the second chapter on all the issues of motivation, remuneration, working conditions and leadership among others. The study adopted a descriptive research design of which out of a target population of 312 tea pluckers, a sample of 62 was taken. Data was collected by use of questionnaire method and interview.

The major finding of the study included the fact that remuneration affects motivation of tea pluckers. In addition to this, working conditions and leadership also contributed significantly. The study concluded that remuneration influenced the motivation of tea pluckers most followed by working conditions and leadership respectively. The study recommends that tea pluckers’ minimum wage be raised to match with rising standards of living.

The study was faced with a few limitations and a further study is recommended on other factors other these considered by the researcher, that influence the motivation of workers in the tea industry.
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Title Page</td>
<td>i</td>
</tr>
<tr>
<td>Declaration</td>
<td>ii</td>
</tr>
<tr>
<td>Acknowledgement</td>
<td>iii</td>
</tr>
<tr>
<td>Dedication</td>
<td>iv</td>
</tr>
<tr>
<td>Abstract</td>
<td>v</td>
</tr>
<tr>
<td>Table of contents</td>
<td>vi</td>
</tr>
<tr>
<td>List of Figures and Tables</td>
<td>x</td>
</tr>
<tr>
<td>Definition of terms</td>
<td>xi</td>
</tr>
<tr>
<td>CHAPTER ONE: INTRODUCTION</td>
<td></td>
</tr>
<tr>
<td>1.1 Background</td>
<td>1</td>
</tr>
<tr>
<td>1.2 Problem statement</td>
<td>5</td>
</tr>
<tr>
<td>1.3 Objectives of the Study</td>
<td>6</td>
</tr>
<tr>
<td>1.4 Research Questions</td>
<td>6</td>
</tr>
<tr>
<td>1.5 Significance of the Study</td>
<td>6</td>
</tr>
<tr>
<td>1.6 Scope of the Study</td>
<td>7</td>
</tr>
<tr>
<td>CHAPTER TWO: LITERATURE REVIEW</td>
<td></td>
</tr>
<tr>
<td>2.1 Introduction to Literature Review</td>
<td>8</td>
</tr>
<tr>
<td>2.2 The Conceptual Framework</td>
<td>9</td>
</tr>
<tr>
<td>2.3 The Main Literature Review</td>
<td>9</td>
</tr>
<tr>
<td>2.3.1 Motivation</td>
<td>9</td>
</tr>
</tbody>
</table>
2.3.2 Motivation Models ................................................. 10
2.3.3 Motivation Theories .............................................. 11
2.3.4 Remuneration ...................................................... 19
2.3.5 Working Conditions ............................................. 21
2.3.6 Leadership ......................................................... 24

2.4 Critical Review of Major Issues .................................. 27

2.5 Summary and Gaps to be Filled by the Study ................. 27

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction .......................................................... 28
3.2 Study Design ......................................................... 28
3.3 Target Population ................................................... 28
3.4 Sample Design ....................................................... 29
3.5 Data Collection Procedures and Instruments ..................... 30
3.6 Data Analysis ......................................................... 30
3.7 Limitations ........................................................... 31

CHAPTER FOUR: DATA ANALYSIS AND PRESENTATION

4.1 Introduction .......................................................... 32
4.2 Quantitative analysis ............................................... 33
4.3 Qualitative analysis .................................................. 41
CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSIONS
AND RECOMMENDATIONS

5.1 Summary of Findings ................................................................. 42
5.2 Conclusion ................................................................................ 43
5.3 Recommendations ................................................................. 44
5.4 Room for Further Research ....................................................... 44

References .................................................................................. 45

Appendices

I Complete population of Tea in James Finlay (K) Ltd ............ 47
II Questionnaire for tea pluckers ................................................. 48
III Letters to the company management ................................. 53
IV Introduction letter
V James Finlay (K) Ltd. map
LIST OF FIGURES AND TABLES

Figure 2.1 The conceptual framework of the study........................................... 9
Table 2.1 Maslow’s hierarchy of needs......................................................... 12
Table 3.1 Target population ........................................................................... 29
Table 3.2 Sample design ............................................................................... 29
Table 4.1 Gender distribution ........................................................................ 33
Table 4.2 Marital status .................................................................................. 33
Table 4.3 Motivation of pluckers .................................................................... 34
Table 4.4 Extent of motivation ........................................................................ 34
Table 4.5 Effect of pay on motivation ............................................................... 35
Table 4.6 Extent of effect of pay on motivation ............................................... 35
Table 4.7 Pay comparison .............................................................................. 36
Table 4.8 Working conditions ........................................................................ 36
Table 4.9 Proper clothing ............................................................................... 37
Table 4.10 Compensation when injured ............................................................ 37
Table 4.11 Assistance given in bereavement .................................................... 37
Table 4.12 Repair and maintenance ................................................................. 38
Table 4.13 Medical services ........................................................................... 38
Table 4.14 Working and living conditions ....................................................... 38
Table 4.15 Training policies ........................................................................... 39
Table 4.16 Relationship with supervisors ....................................................... 39
Table 4.17 Extent of relationship with supervisors .......................................... 39
Table 4.18 Pluckers’ suggestions .................................................................... 40
Table 4.19 Information on changes ................................................................. 40
DEFINITION OF TERMS

Motivation is the driving force or desire behind actions of a person. It is a state or condition that activates behaviour and gives it direction.

It can also be defined as the desire or want that energizes and directs goal oriented behaviour; or an influence of needs and desires on the intensity and direction of behaviour.

Workforce is the labour pool in employment.

The term is generally used to describe those working for a single company or industry. This excludes the employers or management and implies those involved in manual labour such as those plucking tea as in this study.

Productivity refers to the output of any aspect of production per unit of input.

In the study, this is the measure of output of a worker and specifically the measure of the amount of tea leaves plucked by a tea plucker.

Multinational tea companies are those companies that have operations or investments in more than two countries. They have facilities and assets in at least one country other than its own country.

Tea plucker is a person whose daily work involves plucking of tea and has signed a contract to engage oneself in it.

KTGA (Kenya Tea Growers Association) is an association of private tea producers, factories and medium/large estates.
CHAPTER ONE
INTRODUCTION

1.1. BACKGROUND OF THE STUDY

Motivation is basically concerned with why people behave in a certain way. The basic underlying question is: - why do people do what they do? According to Mullins (2001), motivation can be described as the direction and persistence of action. It is concerned with why people choose a particular cause of action in preference to others and why they continue with a chosen action, often over a long period and even in the face of difficulties and problems.

From a review of motivation theory, Mitchell, identified four common characteristics which underlie the definition of motivation.

1. Motivation was typified as an individual phenomenon. Every person is unique and the uniqueness is demonstrated in one way or another through behaviour.

2. Motivation was described usually as intentional and was assumed to be under the workers’ control. Behaviors were influenced by motivation since an effort was expended and seen as choices of action.

3. Motivation was multifaceted. The two factors of greatest importance were:-
   (i) What got people activated.
   (ii) The force of an individual to engage in desired behaviour (direction or choice of behaviour)

4. The purpose of motivational study was to predict behaviour. Motivation was not the behaviour itself and it was not performance. Motivation concerned action and the internal and external forces which influenced a person’s choice of action.

On the basis of these characteristics, motivation could be defined as the degree to which an individual wanted and chose to engage in certain specified behaviour. Kreitner, et al, suggested that although motivation was a necessary contributor for job performance it was not the only one. Along with ability, motivation was also a combination of level of skills; knowledge about how to complete the task; feelings and emotions; and facilitating and inhibiting conditions not under the individual’s control. Thus if a manager was to improve the work of the organization, attention
must be given to the level of motivation of its members. The manager must also have encouraged staff to direct the efforts (their driving force) towards the successful attainment of the goals and objectives of the organization.

Mullins (2001) suggested that the process of motivation began with recognition of unsatisfied need which was the deficiency a person experienced at that particular time. The needs may be physiological such as hunger and thirst or psychological such as acceptance and self esteem. Having recognized the need, one looked for what and how to satisfy the need; thus deciding a course of action to take so as to satisfy the need. Thus, he considered motivation as the psychological process that gave behavior purpose and direction; and also a decision making process through which an individual chose desired outcome and set in motion the behaviour appropriate to acquire them. This meant that motivation took place when one had an expectation that the course of action was likely to lead to the attainment of a desired goal or a valued reward, which could lead to need satisfaction.

The success of a company not only depends on attracting, selecting and training of the right employees. It has to develop and implement company structures and management procedures to support and most importantly, to motivate employees; Doane and Sydney, 1998. Employees at one time were considered as just an input into production of goods and services. This way of consideration was changed by Hawthorne Studies conducted by Elton Mayo in 1924 to 1932 (Dickson, 1973). According to these studies, employees were not motivated solely by money, but employee behaviour was also linked to their attitudes. The studies began the human relations approach to management where needs and motivation of employees became the primary focus for managers.

The tea plantation in the study is owned by multinational companies, which are part of multinational enterprises or firms owned and controlled by corporate entities outside Kenya and they engage in tea plantation farming, as defined in the ILO Plantations Convention, No. 110, 1958. The companies in agricultural undertaking regularly employ workers for cultivation and production of tea for commercial purposes. The multinational tea companies are either mixed or purely private in

KENYATTA UNIVERSITY LIBRARY
ownership that control production and distribution of teas outside the country in which they are based. They include the following companies among others:-

i. James Finlay (Kenya) Limited
ii. Unilever Tea (Kenya) Limited
iii. George Williamson Tea Holdings
iv. Eastern Produce (Kenya) Limited
v. Nandi Tea Estates Limited
vi. Sotik Tea and Highlands Limited

James Finlay Kenya Ltd is part of the Finlays which is a global integrated tea company focusing on the manufacture and sale of black tea, green tea, instant tea and decaffeinated tea. It also has other significant interests including tea trading and packing as well as flower growing. Finlay’s tea trading offices in Kenya, Sri Lanka, USA, UK, Bangladesh and Pakistan combine to service practically everywhere in the world where tea is grown, traded or consumed. Substantial volumes of Finlay’s own label tea and branded tea packed at facilities in the UK and Sri Lanka. Finlay’s tea plantations in Kenya, Uganda, Bangladesh and Sri Lanka are regarded as being the best world producing around 55 million kilograms of tea each year.

James Finlay Kenya formerly called African Highlands Produce Company produces 23 million kilograms of plucked tea each year from its 13 estates: Tiluet, Kapsongoi, Chepgoiben, Chemase, Marinyin, Kapkoros, Kaproret, Simotwet, Chebitet, Chemasingi, Chemamul, Tenduet and Bondet. These estates are 2000m above sea level which is an environment for high yielding and good quality tea. Since plantations constitute the focal point of business, the company’s aims and ambitions are clear:

1. To use all land in the most productive manner.
2. To maintain and improve the fertility of the soil.
3. Through the intelligent use of its own research services, and those of the local research institutes, to keep at the very top of technological improvement in the field.
4. To maintain the highest standards of housekeeping in the factories and to make teas which will achieve the best prices on the international markets.
5. To involve employees at all levels in decision making so that they develop a real interest in the company’s objectives and prosperity.
6. To maintain a cordial and productive relationship with the local communities.

In addition to its primary product, James Finlay Kenya did set new standards in:
1. Growing fuel wood.
2. The cut flowers project – 45 hectares of roses and carnations grown for the European market.
3. The group’s own environmentally-friendly hydroelectric plants in Kenya.

The company has a network of offices involved in marketing, trading and blending. The offices are strategically located in many of the world’s most important tea centers. The offices in Mombasa have strong black tea trading and supply businesses. From modern blending and storage facilities James Finlay (Mombasa) procures, blends and delivers more than 30 million kilograms of bulk tea to a variety of overseas users each year.

The company manufactures instant tea and green tea at Saosa and Mara Mara factories while other factories: Kymulot, Changana, Kitumbe and Chomogonday manufacture black tea. The company is run by the chief executive who was in charge of all operations. He is assisted by seven executives in charge of instant tea, flowers, projects, plantations, factory, finance and tea trading respectively. Under each executive are several managers in charge of estates, factories, flower farms and departments. The map of James Finlay (K) Ltd is as shown on the appendices.

The study aimed at investigating the factors that influence motivation of workers in the tea plantations which include multinational tea companies in Kenya. The researcher aimed at investigating the factors that influenced motivation of workers within the tea plantation industry in Kenya. This would be based on finding out the extent to which remuneration and related factors, working conditions and the leadership of the company influences the motivation of tea pluckers in James Finlay (K) Ltd.
1.2 PROBLEM STATEMENT

There was a need to establish the factors that influenced motivation of employees in a company because motivated employees were needed in the rapidly changing work place and were more productive – thus ensured survival and growth of the company. In the plantation tea companies, there were factors that influenced motivation of the tea pluckers.

The study aimed at establishing these factors and investigating how these factors influenced motivation of tea pluckers. Thus the problem under investigation was motivation of tea pluckers in James Finlay (K) Limited Tea Company. This was to establish the factors that influenced motivation of the tea pluckers in this tea company.

This was a critical issue to warrant study because lack of motivation of tea pluckers lead to consequences such as strikes hence workdays lost. A clear example was that according to the company records, there had been unofficial strikes in the past reported to have led to loss of several man hours. The study therefore aimed at answering the question: what are the factors that influence motivation of tea pluckers in the tea plantation companies in Kenya?

According to Mullins (2002), motivation could be described as direction and persistence of action; it was concerned with why people chose a particular course of action in preference to others. Therefore lack of motivation can lead employees to demand for a change through strikes. For example the Standard Newspaper (October 2002) reported pending strike by tea pluckers on pay increments.

In spite of the fact that motivation of unionisable was critical to success and increase in productivity, there were certain factors such as remuneration and working conditions and other that affected such motivation. It was against this background that the purpose of the study was to investigate factors affecting motivation of pluckers in James Finlay (K) Ltd.
1.3 OBJECTIVES OF THE STUDY

The objectives of the study included the following:-

(a) General Objectives

To investigate factors that affected motivation of the pluckers in James Finlay (K) Limited in Kericho.

(b) Specific Objectives

1. To find the extent to which remuneration influenced motivation of tea pluckers in the tea company.

2. To determine the relationship between working and motivation of the tea pluckers in this company.

3. To establish how leadership affected motivation of tea pluckers in the estates.

1.4. RESEARCH QUESTIONS

The study sought information to address the following questions:-

1. To what extent did remuneration influence motivation of tea pluckers in James Finlay (K) Limited?

2. What was the relationship between working conditions and motivation of tea pluckers in the tea company?

3. How did leadership styles affect the motivation of tea pluckers in this company?

1.5. SIGNIFICANCE OF THE STUDY

The study would benefit the following:-

1. The top management of James Finlay (K) Limited can use the outcome of the study to understand motivation of tea pluckers in the company. The study findings are also useful in attempts to improve on tea pluckers pay, working and living conditions as
well as nature of work, leadership and supervisory skills. All these contribute to increased productivity in the company.

2. The plucking staff of the company could benefit when the recommendations of study are used to improve their remuneration, working and living conditions and the nature of their work. The pluckers through improved leadership and supervisory styles participate more in working towards the attainment of company goals and objectives.

3. The Government, through the Ministry of Agriculture can benefit from the study findings when trying to assess adherence to regulations and guidelines on conditions of work in the tea industry.

4. The findings are important for tea industry stakeholders, which are the companies and the trade unions in negotiating and making agreements concerning pay, living and working conditions and supervision of the tea pluckers.

5. The study would also be of importance to other researchers as reference for secondary data as well as point of direction for further study.

1.6 THE SCOPE OF THE STUDY

The scope of the study was the worker in tea plantation industry in Kenya. However, the main focus was tea plucking staff of James Finlay (K) Ltd. As at June 2006 there were about 10,262 tea pluckers in the company. The study concentrated on five estates with a target population of 312 from which a sample was taken. The unit of study was puckers in the said estates or section of James Finlay (K) Ltd.
CHAPTER TWO
LITERATURE REVIEW

2.1. INTRODUCTION

According to a recent report to the ILO (2001) on quality of working life, the Government of Kenya had noted that the growth of labour force in Kenya had outstripped the rate of growth of employment opportunities. However, multinational enterprises have contributed meaningfully to the promotion of employment opportunities and reduction of poverty in the country. They not only provide significant direct employment in rural areas, but help to sustain livelihoods of many thousands of other workers through indirect employment as well. Most of these companies operate with a core staff of permanent workers as well as seasonal or casual workers as the need arises such as in peak ploughing and harvesting seasons.

At the global level, however, tea industry is faced with rising production costs with stagnant or declining prices of made tea though international and inter-regional efforts to improve them have achieved only a limited success. This is also aggravated by unpredictable weather conditions and labour laws which require that certain benefits are provided to seasonal and permanent employees.

The practical option available has been reduction of costs such as labour wages but ensuring enhanced productivity. This in turn requires bearable living and working conditions, reasonable, wages as well as recognition of workers' efforts in the companies.

The review of literature section includes the conceptual framework of the study and a review of motivation and theories of motivation as well as factors affecting motivation. It also encompasses a critical review of major issues of the study and the summary and gaps to be filled by the study.
2.2 THE CONCEPTUAL FRAMEWORK

The main variables of the study are as summarized figure 2.1. It shows that remuneration, working conditions and leadership affect motivation. It is hoped that there is a direct relationship where improved working conditions leads to higher motivation of tea pluckers. On remuneration, the higher the pay and related factors the higher the motivation; and for leadership, if it is positive and supportive, it will lead to higher motivation of these workers.

Figure 2.1 - The Conceptual Framework of the Study

![Diagram showing the relationship between Remuneration, Working Conditions, Leadership, and Motivation of Tea Pluckers]

2.3: MAIN LITERATURE REVIEW

2.3.1 MOTIVATION

The job of a manager in a workplace is to get things done through employees. To do this, the manager should be able to motivate employees. But this can easier said than done. Human nature can be very simple yet very complex too. An understanding and appreciation of this is a prerequisite to effective employee motivation in the workplace.

Mullins (2001) considered motivation as the psychological process that gives behaviour purpose and direction. It is also considered as a decision making process through which individuals chooses desired outcomes and set in motion the behaviour.
appropriate to acquire them. This means that motivation takes place when people have an expectation that course of action is likely to lead to attainment of a desired goal or a valued reward, which can lead to a need satisfaction.

Motivation hence determines why workers behave the way they do at work and what conditions within them and their working as well as living conditions are associated with effective job performance. The degree to which a person can get motivated may be influenced from within the individual that is intrinsic motivation or from outside that is extrinsic motivation.

Extrinsic motivation is related to tangible rewards such as salary and fringe benefits, security, promotion, contract of service, the work environment and conditions of work. Such tangible rewards are often determined at the organizational level and may be largely outside the control of individual managers. Intrinsic motivation is related to psychological rewards such as the opportunity to use one's ability, a sense of challenge and achievement, receiving appreciation, positive recognition, and being treated in a caring and considerate manner.

2.3.2 MOTIVATION MODELS

There are four motivation models:

    a. Rational Man Model
    b. Human Relations Model
    c. Self - Actualization Model
    d. Complex Model

**Rational Man Model** suggests that people are motivated by a combination of financial rewards and punishments. Its effects may be only for a short term.

**Human Relations Model** asserts that productivity is directly related to job satisfaction derived more from intrinsic factors such as recognition, a sense of fulfillment and satisfaction of social needs, than extrinsic factors such as pay and working conditions. Improved productivity therefore results from job satisfaction.

**Self Actualization Model** suggests that the most important of human needs are those concerned with self - actualization. These needs are intrinsic to people and subject to external control system.
Complex Model considers motivation as complicated. This is because people are complicated with many needs and expectations, the situation in which people work vary and affect motivation patterns in different ways; and people as well as situations are in a constant state of change. The important factors that determine a worker’s effort are the value of reward in satisfying needs and the expectation that the efforts they make will result in rewards.

2.3.3 MOTIVATION THEORIES

Industrial and organizational psychologists have proposed several theories to explain motivation – why people behave the way they do on the job. Some of these themes emphasize on impact of factors in the workplace while others focus on personal characteristics of the employees. The purpose of motivation theories is to predict behaviour. Motivation is not the behaviour itself, and it is not performance. It concerns action, and the internal and external forces which influence a person’s choice of action.

I. MASLOW’S HIERACHY OF NEED THEORY

This is a theory developed of Abraham Maslow in which needs are arranged in a hierarchy of importance (Maslow, 1970). According to Maslow, a person always wants what he/she does not yet have. Thus needs already satisfied no longer provide any motivation for his/her behaviour and new needs arise to prominence once lower level needs are satisfied, attention is paid to higher level needs. The theory assumes that behaviour can be influenced exclusively by unsatisfied need and a satisfied need is not a motivator. A person’s needs are in order of their priorities the most critical basic need taking priority. Once the most basic need is satisfied the person makes to the next higher level. If once - satisfied need is not maintained, it becomes a priority need again.

Maslow’s need hierarchy has five levels – as follows:-

1. **Psychological needs** are the basic human needs like air, water and food.

2. **Safety needs** are needs for physical shelter and for psychological security and stability.
3. **Social needs** are needs like sense of belonging, love needs, affection, friendship needs and acceptance by other people.

4. **Esteem needs** are needs for self – esteem, admiration and respect from other people.

5. **Self – actualization needs** are the needs for self – fulfillment for achieving one’s full potential and realizing one’s capabilities.

Maslow’s need hierarchy can be satisfied by various methods as suggested below:

Table 2.1: **Maslow’s Hierarchy of Needs**

<table>
<thead>
<tr>
<th>No.</th>
<th>Need Hierarchy</th>
<th>Description</th>
<th>Satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Physiological Needs</td>
<td>Needs for sustaining life such as food, water, air, shelter, sleep and health</td>
<td>- Adequate wages.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- Reasonable work conditions.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- Company housing.</td>
</tr>
<tr>
<td>2.</td>
<td>Security Needs</td>
<td>Need for safe, physical and emotional environment, no threats or dangers and assurance of long term economic well being</td>
<td>- Job security.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- Grievance procedures.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- Health Insurance.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- Retirement plan.</td>
</tr>
<tr>
<td>3.</td>
<td>Social Needs</td>
<td>Need for belongingness, love, affection, friendship, acceptance and membership in group.</td>
<td>- Making friendships at work.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- Being part of a team.</td>
</tr>
<tr>
<td>4.</td>
<td>Esteem Needs</td>
<td>Need for self respect and positive image. Include recognition and prestige, confidences and leadership as well as competence and success.</td>
<td>- Job titles</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- Spacious office</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- Awards</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- Influence over others.</td>
</tr>
<tr>
<td>5.</td>
<td>Self – Actualization</td>
<td>The need to reach full potential is applying abilities and interests to functioning in environment.</td>
<td>- Expansion of capabilities.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- Development.</td>
</tr>
</tbody>
</table>

In spite of its intuitive appeal, Maslow’s need hierarchy has not been supported empirically. The need hierarchy requires that as a need is satisfied, it becomes less important and the next higher need assumes more importance.

The most appropriate way to test this process is to test how need satisfaction varies over time. Hall and Nougain (1968) conducted a longitudinal study to test this aspect.
of the need hierarchy. Over five year period, they found that satisfied needs become more, not less important to the workers in the study.

Lawler and Suttle (1972) also found no support for Maslow’s need hierarchy in a study involving six months period. Rauschenberg, Schmitt and Hunter (1980) reported that increases in the importance of one need were accompanied by increases in the importance of other needs as well.

Wahba and Bridwell’s (1976) review of organization need hierarchy research reported that existing data only supported the presence of two categories of needs, a lower order category, composed of physiological, safety and social needs, and a higher order category composed of ego and self-actualization needs. They further maintained that even these two categories did not fall into a rigid hierarchy.

II. HERZBERG’S TWO – FACTOR THEORY

This theory explains motivation and job satisfaction in terms of job tasks and work place features.

According to Herzberg, there are two categories of job factors:

1. Motivation factors
2. Hygiene factors

Motivation factors: Produce job satisfaction and motivation. They are intrinsic in nature because they relate directly to the job itself. They are concerned with job content of the work people perform; and their sufficient supply will lead to job satisfaction and high job performance. These factors or needs include the nature or content of the job tasks and the person’s level of responsibility, achievement, recognition, advancement and career development and growth. These needs can be satisfied by stimulating, challenging and absorbing work. When these conditions are met, job satisfaction will result; but when they are not met the result is not necessarily if job dissatisfaction.

Hygiene factors: lead to job dissatisfaction, and are the primary cause of unhappiness at work. They are external (extrinsic) and do not relate directly to the person’s work. They are factors which constitute a person’s work environment and when not
provided in sufficient quality will cause employees to be dissatisfaction with the job. The hygiene factors or needs when provided in sufficient quality only help in avoiding employee dissatisfaction with the job and do not necessarily motivate employees to work even harder. They include – adequate wages, job security, adequate working conditions, status, company policy and administration of technical supervision and interpersonal relations. When these needs are not satisfied, the result is job dissatisfaction. However, when the needs are satisfied, the result is not necessarily job satisfaction, simply an absence of dissatisfaction.

Herzberg’s theory is based on analysis of interviews of 200 engineers and accountants in Pittsburgh area in the U.S.A. Critics of the theory – ask whether this limited sample can justify generalizing to other occupational groups. The technology, environment and background of the two occupational groups are distinctly different from those of other groups such as nurses, sales people, computer programmers, clerks and police officers (House, Wigdor - 1967). The theory also pays little attention to the testing of motivational and performance implications (Lawlers, 1973). Self – reports of performance were only used in the original study and respondents could respond to job activities that had occurred over a long time. It also offers no explanation as to why various extrinsic and intrinsic job factors should affect performance.

III. THE ERG THEORY

This theory was developed by Alderfer, (1972) and mentions three primary categories of human needs.

**Existence needs** include the requirements of people for material and energy exchange, and the need to reach and maintain a homeostatic equilibrium with regard to provision of a certain material substances. Examples of these needs are: hunger, thirst, pay and fringe benefits.

**Related needs** arise due to the fact that people are not closed up entities and must engage in transactions with their human environment. The satisfaction of these needs depend on process of mutuality. Elements of related needs include – acceptance, understanding, confirmation and even influence.

**Growth needs** are needs which influence people to be more and productive. The satisfaction of these needs depends on a person finding opportunities to exploit his potential and achieve his wish.
Alderfer altered Maslow’s need hierarchy by adopting three-level significance system and ignoring the concept of rigid hierarchy. The existence needs include Maslow’s physiological needs; relatedness needs include the social needs while growth needs include esteem needs and self-actualization. Alderfer unlike Maslow believed that people could move up and down this hierarchy and be motivated by more than one need simultaneously.

IV. EXPECTANCY THEORY

This theory was developed by Victor H. Vroom (1964) and it focuses on how workers decide which specific behaviours to perform and how much effort to exert. It is concerned with how workers make choices among alternative behavior and levels of effort. With its emphasis on choices the theory focuses on workers’ perceptions and thoughts or high cognitive processes.

This is a process theory of motivation which states that work is determined by an individual’s beliefs concerning three factors:-

a. The effort required for performance.
b. Whether the performance will be a desired outcome.
c. How valuable the outcome is to the worker.

The theory includes three variables:-

Valence which is the strength of the reward to the individual and how attractive the reward is. It addresses the unsatisfied need of the worker.

Instrumentality which is the possibility of a certain performance leading to reward or outcome. This considers the potential to achieve the desired reward or outcome as the result of performance.

Expectation which is the possibility whether effort will achieve the performance it considers how much effort the performance will take and the probability of achieving performance.

Expectancy theory is heavily influenced by people’s perception of outcomes to specific kinds of behaviour. If an employee expects an outcome, has the competence to achieve it, and wants badly enough, then he will exhibit the behaviour required by the manager and the organization. Thus the manager should find out the outcome desirable for an employee. The theory seeks to explain how workers go about making decisions. These choices have profound effects on organizational effectiveness.
because they determine what workers do on the job and how hard they work. The theory by describing how employees make choices, it provides management with valuable insights on how to get workers to perform organizational functional behaviors and how to encourage workers to exert high levels of effort when performing these behaviors.

In companies, workers obtain a variety of outcomes from their jobs – pay, job security, benefits, feeling of accomplishments, opportunity to do interesting work as well as good relationship with co-workers. Valence refers to the desirability of an outcome to an individual worker and can be positive or negative; as well as varying in size or magnitude. The magnitude of valence is how desirable or undesirable on outcome is for a worker (Campbell and Pritchard; Mitchel 1982).

V. REINFORCEMENT THEORY
This is B.F. Skinner’s operant theory which is concerned with why and how behaviours remain unchanged for some time. It is based on operant conditioning which is the term used by B.F. Skinner to describe the effects of the consequences of a particular behaviour on the future occurrence of that behavior.

Reinforcement theory suggests that future behavior is influenced by the current consequences of the same behavior in a similar situation, that is, if a worker’s behaviour earns him positive rewards, he is most likely to continue behaving the same way in a similar situation. For example, positive recognition from a manager for extra work done is a positive reinforcement that leads the worker to keep behaving in the same way.

The importance of reinforcement is that the worker generally learns what type of performance is acceptable to the company and what type of performance is not acceptable. Thus the individual learns that by reinforcement. Organizational behavior modification is a more general term used to designate the systematic reinforcement of desirable behaviour and non reinforcement or punishment of unwanted organizational behavior. (Luthans Kreitner, 1985)

There are three major types of reinforcement behaviors:
i. Positive reinforcement,

ii. Punishment

iii. Extinction.

i. Positive reinforcement is concerned with desired outcome or reward after a particular behaviour. The reward is given with the intention of increasing the probability of getting the same behavior repeated next time. Positive reinforcement refers to anything that increases the strength of response and induces repetition of the behavior that preceded the reinforcement to modify behaviour. Companies are increasingly tying rewards and systems of positive reinforcement to corporate value (Lee, Miller, 1992).

Monetary rewards are not the only type of positive reinforcement known to be effective. Non-financial rewards such as recognition, praise, commendation and even time off can be used. However, financial reinforcement and personal recognition are strong motivational forces.

Negative reinforcement on the other hand refers to an increase in frequency of a response following removal of a negative reinforcer immediately after the response. An event is a negative reinforcer only if its removal after a response increases performance of that response.

ii. Punishment is an attempt to reduce behaviour recurring by applying negative rewards. Examples of negative rewards are threats, demotion and suspension. These will only help the worker to avoid the undesired behavior without improving his performance. Thus this is an uncomfortable consequence of a particular behavior response (Craighead, Kadzin, Mahoney, 1976). Punishment when applied is sending message of not to do something.

iii. Extinction reduces undesirable behavior when positive reinforcement for a learned response is withheld. If the non-reinforcement continues, the behaviour decreases and eventually disappears. Thus extinction is the decline in the response rate because of non-reinforcement. In a company, proper timing of rewards or punishment is important and the timing of the outcomes is called reinforcement.
The continuous reinforcement schedule is whereby each time correct behaviour is performed it gets reinforced whereas the intermittent reinforcement schedule is fixed or variable.

The research in reinforcement theory is often limited to small samples, single organization and short period of time. A survey of organizational behaviour modification examined – quality and quantity of performance, absenteeism, employee safety, employee energy conservation and theft and customer service (Kirk, John and Beer hr, 1985). It was found that organizational behavior modification is making and can make positive contribution to organizational behaviour. Absenteeism rates, quality of production and employee safety behaviour appear to improve more often than not when using organizational behavior modification.

VI. EQUITY THEORY

Equity theory suggests that motivation influenced by our perception of how equitably or fairly we are treated of work (Adams, 1965). The essence of this theory is that employees compare their efforts and rewards with those of others in similar work situations. This theory is based on the assumption that individuals who work in exchange for rewards from the organization are motivated by a desire to be equitably treated at work.

According to the theory – people are influenced in their behaviour by the relative rewards they either receive or going to receive ,and they are motivated by the way they are equitability treated of work. For example people tend to compare the pay they get with what others are paid for the same effort and situation. Equity exists when employees perceive that the ratios of their inputs (efforts) to their outcomes (rewards) are equivalent to the ratios of other employees. Inequity exists when these ratios are not equivalent; an individual’s own ratio of inputs to outcomes could be greater of less than others. (Adams, 1965)

Equity theory suggests that different behaviours are possible when people behave that they are not equitably rewarded, of as in a situation they believe will lead to inequity. People will compare how they are treated against organization’s practice. For example if one company in the same industry allows overtime to employees
and others don't or when the company allows overtime to some employees, the rest of the staff doing similar jobs in some situation will consider themselves as victims of inequity.

The theory provides managers another explanation of how beliefs and attitudes affect job performance and emphasizes on the need for managers to pay an attention to employees perceptions of what is fair and equitable. The manager in the company benefits by allowing employees to participate in making decisions about work outcomes and to appeal against decisions that affect their welfare.

Employees are more likely to accept and support organization change when thy believe it is implemented fairly and when denied justice at work they turn to arbitration and courts. Therefore, managers can promote co-operation and team work among group members by treating them equally and this leads to a better performance and increase productivity of work.

2.3.4 REMUNERATION

Remuneration refers to payment or compensation received for services rendered or employment. It includes the basic salary and any other economic benefits that an employee receives during employment. The remuneration system forms part of each company's corporate culture. With a properly devised remuneration system at its disposal every company stands to benefit from the staff identifying with the company's goals, their partial accountability for its growth and adherence to a set code of conduct. An effective remuneration system ensures attracting and retention of the best workers, providing at the same time for their appropriate financial motivation. The aim of the system's implementation is to create a pay policy tailored to the current situation and flexible enough to fulfill the organization's future needs. (Milenkovska, 1991)

Earliest writers such as F. W. Taylor believed in economic needs in motivation. Workers would be motivated by obtaining the highest possible wages through working in the most efficient and productive way. Performance was limited by physiological fatigue. For Taylor, motivation was a comparatively simple issue-what the workers wanted for their employers more than anything else was high wages. This
approach is the **rational –economic concept of motivation.** The ideas of F. W. Taylor and his ‘rational – economic needs’ concept of motivation at work have fuelled the continuing debate about financial rewards as a motivator and their influence on productivity.

In a recent survey of attitudes to work involving a random sample of 1000 workers, when asked to specify the biggest problem at work the most popular response was poor pay at 18%. Another recent survey of human resource managers responding to personnel journal found that it is often difficult to attract, retain and motivate minimum wage workers on pay alone. The survey uncovered that 62% of respondents had a problem retaining minimum wage workers strictly because of pay. Many employers must provide other incentives such as bonuses or prizes-on top of pay-to keep workers in the job. On the other hand, reinforcements from prominent business figures that motivation is about much more than money.

The short answer appears to be: that for the vast majority of people, money is important and as a factor affecting motivation at work, but to what extent and how important depends upon their personal circumstances and the other satisfactions they derive from work. The bottom line is surely the extent to which money motivates people to work well and to the best of their abilities.

According to Davidman, (1989), employees are paid with money and can be seen to be working for money. Hence pay can be related to output, the so called payment- by-results system. Management provides incentives, management rewards effort. In any kind of payment-by-results system, the fundamental considerations are how the workers' pay depends on the output achieved and on the extent to which he shares in the increased value he produces.

The CBA (2004-2005) provides payment structures of employees in tea companies. For tea pluckers, the rate of pay is according to the kilograms of green leaf plucked. Where there is insufficient leaf in the field, the tea pluckers are still paid not less than the daily rate applicable to the tea industry. This is so, provided that all the leaf available has been plucked and tea bushes maintained to the satisfaction of management. Wages are given at the end of each month and an advance on pay is given once in a month.
Motivation without money. The Income Data Services (IDS) draws attention to the challenges of motivation during economic circumstances of low inflation. Most employees have lived and worked through a unique period during which pay and prices rose continuously for decades. IDS found that although the importance of large bonuses in motivating people could not be ignored, especially in high growth companies, there is a need to provide new forms of recognition for employees that do not depend on promotion or money. Many employers agreed that they now face the challenges of: breaking with the habit of automatic annual increases in pay; shifting the focus of reward from individual success to team success; moving from 'quantity' to 'quality'; and managing a more diverse workforce by policies which recognize different needs.

2.3.5 WORKING CONDITIONS

General conditions of work define, in many ways the peoples' experience of work. Minimum standards for working conditions are defined in each country but many of those conditions need improvement, and are excluded from the scope of existing labour protection measures. In many countries, workers in cottage industries, the urban informal economy, agricultural workers and home workers are outside the scope of protective legislation. Other workers are deprived of effective protection of weakness in labour law enforcement. This is particularly true for workers in small enterprises, which account for over 90 per cent of enterprises in many countries, with a high proportion of women workers.

Many ILO standards are applicable to these unprotected workers and the ILO has considerable information on their working conditions problems. Based on its research and projects, it has also developed practical; approaches and training programmers for promoting positive changes affecting the least protected workers, including those in small scale industry, agriculture and the informal economy in developing countries. ILO is now using this experience to find new ways to expand the content, and to forge more effective links with local partner so as to bring the benefits to a much larger number of workers and small business. The aspects of conditions of employment and work includes: hours of work, intensity of work, health and safety at work place as well as security of employment.
According to K.Sparks et al, Japanese studies suggest that there is a positively significant correlation between long hour of work and physiological and psychological health. The length of working hours also has implications on the broader social welfare in that long working hours have effects on family life as well as economic welfare. For example it would mean less time with family members and more income in cases where overtime payments are made.

A recent study by A. Robinson defined a healthy workplace as not only one with minimal levels of injury and illness but also with a balance and appropriate internal relations conducive to good health and well being. The measure of workplace health includes work-related injuries, accidents and illness, and can also be proxied by absenteeism, turnover and grievances.

Davidman in his article suggested that what one would like to do is to create a working environment in which people like working and in which people work well, a working environment which helps to enrich the life of those who work. One would like to satisfy the requirements of those who work and of those who employ as well as the requirements of the community as a whole. It could be that 'motivating' seems such a complicated subject because it deals with people and people are all different. But when people are all different then the one thing they have in common is that they are all different and that is a good starting point.

The CBA (2004-2005) provides guide for conditions of work for employees in the tea companies. The hours of work is guided by the amount of crop available. They work normally for eight hours except on peak periods when they may be required to work up to 4.00 p.m and there after end the day’s work at their own free will. Each of them is entitled to annual leave of specific number of days depending on their length of service. Women pluckers are entitled to two months maternity leave with full pay but forfeit annual leave. The pluckers are also eligible for sick leave up to a maximum of 48 days with full pay and 60 days on half day paying each period of 12 months’ continuous service subject to production of a medical certificate from a competent authority.
According to KTDA magazine (April, 2003), plucking tea involves picking of two leaves and a bud of tea plants. The finer the plucking the better the quality of the tea, but plucking one and a bud and premature shoots would result in high quality tea, yet the price obtained cannot compensate for the low weight of leaf plucked. On the other hand, plucking 3 leaves and a bud, results in poor quality tea, which sells at low prices and may be unacceptable to many buyers. The equipment required by the tea pluckers are: plucking basket fitted with straps; plucking sticks about 10ft long and plucking cap. As protective clothing tea plucker wear canvas made clothing and is allowed to use finger stalls when plucking provided that the leaf standard and bush management are maintained.

Plucking rounds depend on the specific climate and growing conditions of the area. New shoots can be plucked at 7-12 day intervals during the growing season. Tea harvesting is both exhaustive and labour-intensive. Between two and three thousand tea leaves are needed to produce just a kilo of unprocessed tea. Plucking is also a procedure of considerable skill. Tea pluckers learn to recognize the exact moment at which the flush should be removed, thus ensuring that the most tender leaves are plucked to produce the finest teas. After plucking, leaves are transported to factories for processing. In the interest of freshness, these factories are normally located very close to the tea fields. The whole process of plucking to packing takes only 24 hours, so the teas really are as fresh as possible.

Progress according to remuneration grade lines is the norm, is the way in which others doing similar work at the same age are in fact progressing. The employee becomes aware of and assesses any changes away from his remuneration grade line. Moving up and moving down are felt to be promotion and demotion, respectively, relative to colleagues of same age working in the same profession at the same level. Those progressing according to their remuneration grade line are fulfilling their expectation, those improving their position feel that they are doing well; both generally feel satisfied with their own progress relative to their colleagues. In a place of work, good working conditions would lead to satisfaction of employee’s needs. There are basic needs which have to be satisfied if people are to exist and survive, such as: shelter and food, clothing and warmth; affection and esteem; friendly and
trustful co-operation and companionship; as well as security from external threats (protection from attack). The other needs make themselves felt such as: independence from domination by others; security from internal threats; housing, education and good health; help when in need and constructive leisure activities.

2.3.6 LEADERSHIP

Leadership refers to the manner and approach of providing direction, implementing plans, and motivating people. There are normally three styles of leadership (U.S. Army Handbook, 1973):

1. Authoritarian or autocratic
2. Participative or democratic
3. Delegative or free reign

Although good leaders use all three styles, with one of them normally dominate, bad leaders tend to stick with one style.

Authoritarian (Autocratic)

This style is used when the leader tells her employees what she wants done and how she wants it done, without getting the advice of her followers. Some of the appropriate conditions to use it are when you have all the information to solve the problem, you are short on time, and your employees are well motivated.

Some people tend to think of this style as a vehicle for yelling, using demeaning language, and lending by threats and abusing their power. This is not the authoritarian style, rather it is abusive, unprofessional style called bossing people around. The authoritarian style should normally only be used on rare occasions. If a manager wants to gain more commitment and motivation from employees, then he should use the participative style.

Participative (Democratic)

This type of style involves the leader including one or more employees in on the decision making process (determining what to do and how to do it). However, the
leader maintains the final decision making authority. Using this style is not a sign of weakness; rather it is a sign of strength that your employees will respect. This is normally used when a manager has part of the information, and employees have other parts. Note that a leader is not expected to know everything; this is why he employs knowledgeable and skillful employees. Using this style is of mutual benefit; it allows them to become part of the team and allows the manager to make better decisions.

**Delegative (Free reign)**

In this style, the leader allows the employees to make the decision. However, the leader is responsible for the decisions that are made. This is used when employees are able to analyze the situation and determine what needs to be done and how to do it. A manager cannot do everything and has to set priorities and delegate certain tasks.

A good leader uses all the three styles, depending on what the forces are involved between the followers, the leader, and the situation. Some examples include:

i. Using an authoritarian style on a new employee who is just learning the job. The leader is competent and a good coach. The employee is motivated to learn a new skill. The situation is a new environment for the employee.

ii. Using a participative style with a team of workers who know their job. The leader knows the problem, but does not have all the information. The employees know their jobs and want to become part of the team.

iii. Using a delegative style with a worker who knows more about the job than you. You cannot do everything! The employee needs to take ownership of her job. Also, the situation might call for you to be at other places, doing other things.

iv. Using all three: Telling employees that a procedure is not working correctly and a new one must be established (authoritarian). Asking for their ideas and input by creating a new procedure (participative). Delegating tasks in order to implement the new procedure (delegative).
Positive and Negative Approaches
There is a difference in ways leaders approach their employees. Positive leaders use rewards, such as education and independence to motivate their employees while negative leaders emphasize penalties. While the negative approach has a place in the leader’s repertoire of tools, it must be used carefully due to its high cost on the human spirit.

Negative leaders act domineering and superior with people. They believe the only way to get things done is through penalties, such as loss of job, days off without pay or reprimanding employees in front of others. They believe their authority is increased by freighting everyone into higher level of productivity. Yet what happens when this approach is used wrongly is that morale falls; which of course leads to lower productivity.

Most leaders do not strictly use one or another, but are somewhere on a continuum ranging from extremely positive to extremely negative. People who continuously work out of the negative are bosses while those who primarily work out of the positive are considered real leaders. Leadership is influencing people by providing purpose, direction, and the motivation while operating to accomplish the mission and improving the organization.

Leadership is all about getting things done for the organization. However, when paternalistic or autocratic styles are relied upon too much and the employees are ready and willing to react to a more consultive type of leadership style, then it becomes quite damaging to the performance of the organization.

Motivation and Leadership Styles
Leadership styles influence level of motivation. However, throughout a lifetime, man’s motivation is influenced by changing ambitions and leadership style he works under or socializes with. Command - and - control leadership drains off ambitions while worker responsibility increases ambition. Self – motivated or visionaries will not accept authority controlled environments. They will find a way to escape if trapped. In a team – motivated environment, dependency types will become inspired
and strive to be acceptable with independent thinking coworkers. Associates also influence the level of individual motivation.

The FKE (Federation of Kenyan Employers) encourages employers in the private sector to recognize workers as key partners. In the Standard Newspaper (October 2002) the deputy chairman said that the federation was out to ensure that employers develop positive attitude toward their employees.

2.4. CRITICAL REVIEW OF MAJOR ISSUES

The relationship between a company and its employees is influenced by what motivates them to work and the fulfillment they derive from it. The manager needs to know how best to elicit the cooperation of employees and direct their performance to achieving goals and objectives of the company. The manager has to understand the nature of human behaviour and how best to motivate employees so that they work willingly and effectively.

In a company some employees work consistently harder than others who are equally talented or qualified. The study of motivation helps to the understanding of this kind of variance in performance. And the knowledge of what motivates employees enables managers to take constructive steps to improve employees' job performance. Highly motivated employees work harder and put more effort to achieve high productivity.

This study was to establish whether remuneration, working conditions, and leadership styles affect the motivation of employees.

2.5. SUMMARY AND GAPS TO BE FILLED BY THE STUDY

The study was carried out to establish the factors affecting motivation of tea pluckers in the tea industry. It specifically determined whether pay, working conditions, nature of the job and leadership styles in tea companies affected motivation of tea pluckers. This was important in finding out whether the expenditure by tea companies on pluckers through pay and improvement of working conditions was worth and whether it contributed to the motivation of tea pluckers hence increased productivity. It also determined whether the nature of the job of tea pluckers and the leadership styles in the tea companies affected motivation of the tea pluckers.
CHAPTER THREE
RESEARCH METHODOLOGY

3.1 INTRODUCTION
In this chapter, the study design adopted; the target population and the sample design are specified. It includes the data collection procedures and instruments which the researcher used in the study. Data analysis methods used are also indicated together with the expected outcome of the study.

3.2 STUDY DESIGN
The study adopted a descriptive research design since the descriptive research studies attempt to provide a description of the characteristics of a group. This design was appropriate because it involved a visit to the field to interview tea pluckers on what affects their motivation.

3.3 TARGET POPULATION
The population was the tea pluckers of James Finlay (K) Ltd. There were as at July 2006 10,262 of such workers. The target population or universe included all the numbers of a set of people to which the researcher would wish to generalize the results of the research. In this study, these were the tea pluckers of five estates namely: Kapkoros, Chemase, Marinyin, Simotwet and Chebitet. These were estates randomly selected from the thirteen estates of the company. In the five estates, there are a total of 3,123 pluckers but the study will target 10% of the population of these five estates.

According to Mugenda and Mugenda (1999) a representative group is one that is at least 10% of the population of interest. This target population was as shown on table 3.1.
Table 3.1 Target Population

<table>
<thead>
<tr>
<th>NO.</th>
<th>ESTATE</th>
<th>TARGET POPULATION</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Kapkoros</td>
<td>63</td>
<td>20.2</td>
</tr>
<tr>
<td>2</td>
<td>Chemase</td>
<td>40</td>
<td>12.8</td>
</tr>
<tr>
<td>3</td>
<td>Marinyin</td>
<td>72</td>
<td>23.1</td>
</tr>
<tr>
<td>4</td>
<td>Simotwet</td>
<td>69</td>
<td>22.1</td>
</tr>
<tr>
<td>5</td>
<td>Chebitet</td>
<td>68</td>
<td>21.8</td>
</tr>
<tr>
<td></td>
<td>TOTAL</td>
<td>312</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Field data 2006

3.4 SAMPLE DESIGN

From the above population of 312 tea pluckers from the five estates, a cluster sample of only 20% was taken as shown in table 3.2. Cluster or area sampling was normally appropriate when the population of interest was widely dispersed in various clusters or regions.

Table 3.2 Sample Design

<table>
<thead>
<tr>
<th>NO.</th>
<th>ESTATE</th>
<th>TARGET POPULATION</th>
<th>RATIO</th>
<th>SAMPLE SIZE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Kapkoros</td>
<td>63</td>
<td>0.2</td>
<td>12</td>
</tr>
<tr>
<td>2</td>
<td>Chemase</td>
<td>40</td>
<td>0.2</td>
<td>8</td>
</tr>
<tr>
<td>3</td>
<td>Marinyin</td>
<td>72</td>
<td>0.2</td>
<td>14</td>
</tr>
<tr>
<td>4</td>
<td>Simotwet</td>
<td>69</td>
<td>0.2</td>
<td>14</td>
</tr>
<tr>
<td>5</td>
<td>Chebitet</td>
<td>68</td>
<td>0.2</td>
<td>14</td>
</tr>
<tr>
<td></td>
<td>TOTAL</td>
<td>312</td>
<td></td>
<td>62</td>
</tr>
</tbody>
</table>

Source: Field data 2006
The selected estates were in different areas as the total number of estates was thirteen and occupying 10,972 hectares. According to Mugenda and Mugenda (1999) a sample that was over 10% was considered representative. The researcher obtained the pluckers’ registers of the selected estates. These allowed for use of random number tables to randomly select the pluckers who will be included in the study.

3.5 DATA COLLECTION PROCEDURES AND INSTRUMENTS
Data collection was done by use of questionnaire administered to the randomly selected tea pluckers as well as the management of the said tea estates where the pluckers work. The tea pluckers’ questionnaire was divided into four parts; namely:-

Part A – Introduction
Part B – Motivation
Part C – Factors affecting motivation
Part D – Conclusion

The questionnaires were used to find out whether the factors of remuneration, working conditions of the pluckers and leadership affect motivation of pluckers in the company. They were important as they established the type, kind and quantities of all the facilities available to the pluckers.

3.6 DATA ANALYSIS
After questionnaires had been administered, the researcher systematically organized the raw data in a manner that it facilitated its analysis. The first step in data analysis involved describing and summarizing the data using descriptive statistics. The purpose of descriptive statistics was to enable the researcher to meaningfully describe a distribution of scores or measurements using a few indices or statistics.

The main types of descriptive statistics to be used were measures of central tendency which were used to determine the typical or expected score or measure from a sample of measurements or a group of scores in the study. The measures of central tendency were used to give expected summary statistics of the variables of the study and they included the mode, mean and median.
The use of frequency distribution was important in the description of the shape of distribution. The graphic representation of frequency involved use of frequency tables and pie-charts. The frequency tables and pie-chart were used to summarize data and display the different values of a given variable such as percentage distribution. These were important for proper presentation and comparison of the responses.

3.7. LIMITATIONS

a. Time
Given a fixed period of time to undertake the research, the researcher could not cover more estates in the company. It was not also possible to extend it to estates in other multinational tea companies in the area.

b. Financial constraint
With limited financial resources the researcher had to cover representative estates in only one multinational tea company. This was necessary so as to ensure proper representation and hence valid findings for making conclusions of the study.

c. Questionnaire response
The questionnaires were administered when there was high yield in the tea estates and hence the tea pluckers could continue working for longer hours by choice. Hence due to the tea pluckers’ busy schedule, the questionnaire administration and response was slow.
4.1 INTRODUCTION

This chapter presents analysis of data collected from the field. The data analysis involved transforming data from the field with the aim of extracting useful information and facilitating conclusions; whereas data presentation putting the data into tables and charts. These processes allowed for better understanding of the data and making of correct interpretations. Data was analyzed and sequentially presented in tables and pie charts. The content of the open ended and closed questions have been quantitatively and qualitatively analyzed.

This was a study which investigated the factors that influenced motivation of pluckers within the tea plantation industry. It specifically investigated how remuneration, working conditions and leadership style influenced the motivation of tea pluckers in the tea plantation industry.

The population of interest was on five estates: Kapkoros, Chemase, Marinyin, Simotwet and Chebitet with a target population of 312 from which a sample of 62 tea pluckers was taken. The unit of study was pluckers in the said estates which are a section of James Finlay (K) Ltd.

The quantitative analysis is as shown in the following tables and figures.
4.2 QUANTITATIVE ANALYSIS

On the question of the respondents' gender distribution, the table 4.1 and figure 4.1 below summarizes it.

<table>
<thead>
<tr>
<th>GENDER</th>
<th>FREQUENCY</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>MALE</td>
<td>52</td>
<td>84</td>
</tr>
<tr>
<td>FEMALE</td>
<td>10</td>
<td>16</td>
</tr>
<tr>
<td>TOTAL</td>
<td>62</td>
<td>100</td>
</tr>
</tbody>
</table>


Figure 4.1 shows a chart representation of table 4.1


From the above analysis, majority of the respondents (84%) were male by gender. We can observe that the number of female respondent was few.

On the question of the respondents' marital status, the table 4.2 below summarizes it.

<table>
<thead>
<tr>
<th>STATUS</th>
<th>FREQUENCY</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>SINGLE</td>
<td>56</td>
<td>91</td>
</tr>
<tr>
<td>MARRIED</td>
<td>4</td>
<td>6</td>
</tr>
<tr>
<td>WIDOWED</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>DIV/SEP</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>TOTAL</td>
<td>62</td>
<td>100</td>
</tr>
</tbody>
</table>


From the above analysis, majority of the respondents (91%) were single. A few of them were married and a small number we widowed.
On the question of whether the respondents’ motivated as pluckers, the table 4.3 below summarizes it.

Table 4.3. Motivation of pluckers.

<table>
<thead>
<tr>
<th>VIEW</th>
<th>FREQUENCY</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>YES</td>
<td>60</td>
<td>97</td>
</tr>
<tr>
<td>NO</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>TOTAL</td>
<td>62</td>
<td>100</td>
</tr>
</tbody>
</table>


Figure 4.2 shows a chart representation of table 4.3.


From the above analysis, majority of the respondents (97%) gave a YES response. This clearly indicated that they were highly motivated.

On the question of whether the extent to which the respondents were motivated as pluckers, the table 4.4 below summarizes it.

Table 4.4. Extent of motivation.

<table>
<thead>
<tr>
<th>EXTENT</th>
<th>FREQUENCY</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>VERY GREAT</td>
<td>7</td>
<td>11</td>
</tr>
<tr>
<td>GREAT</td>
<td>15</td>
<td>24</td>
</tr>
<tr>
<td>MODERATE</td>
<td>36</td>
<td>59</td>
</tr>
<tr>
<td>SMALL</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>VERY SMALL</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>TOTAL</td>
<td>62</td>
<td>100</td>
</tr>
</tbody>
</table>


From the above analysis, majority of the respondents (29%) gave a MODERATE rating. This was narrowly followed by a GREAT and VERY GREAT response.
On the question of respondents opinion on whether pay affected motivation of tea pluckers, the table 4.5, and figure 4.3 below summarizes it.

Table 4.5. Effect of pay on motivation.

<table>
<thead>
<tr>
<th>VIEW</th>
<th>FREQUENCY</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>YES</td>
<td>58</td>
<td>94</td>
</tr>
<tr>
<td>NO</td>
<td>4</td>
<td>6</td>
</tr>
<tr>
<td>TOTAL</td>
<td>62</td>
<td>100</td>
</tr>
</tbody>
</table>


Figure 4.3 shows a chart representation of table 4.5.


From the above analysis, majority of the respondents (94%) gave a YES response.

The number of people who gave a NO response was too few to be of any significant.

On the question of the extent to which pay affected motivation, the table 4.6 below summarizes it.

Table 4.6. Extent of effect of pay on motivation.

<table>
<thead>
<tr>
<th>EXTENT</th>
<th>FREQUENCY</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>VERY GREAT</td>
<td>17</td>
<td>29</td>
</tr>
<tr>
<td>GREAT</td>
<td>25</td>
<td>44</td>
</tr>
<tr>
<td>MODERATE</td>
<td>12</td>
<td>21</td>
</tr>
<tr>
<td>SMALL</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>VERY SMALL</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>TOTAL</td>
<td>58</td>
<td>100</td>
</tr>
</tbody>
</table>


From the above analysis, majority of the respondents (44%) gave a GREAT rating.

This was narrowly followed by a VERY GREAT and MODERATE ratings.
On the question of whether the pay received was comparable to those of similar companies, the table 4.7 below summarizes it.

Table 4.7. Pay comparison.

<table>
<thead>
<tr>
<th>VIEW</th>
<th>FREQUENCY</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>YES</td>
<td>55</td>
<td>89</td>
</tr>
<tr>
<td>NO</td>
<td>7</td>
<td>11</td>
</tr>
<tr>
<td>TOTAL</td>
<td>62</td>
<td>100</td>
</tr>
</tbody>
</table>


From the above analysis, majority of the respondents (89%) gave a YES response. A few respondents gave a NO response but their numbers were not convincing.

On the question of respondents' ratings on their working conditions as a tea plucker, the table 4.8 and figure 4.4 below summarizes it.

Table 4.8. Working conditions.

<table>
<thead>
<tr>
<th>EXTENT</th>
<th>FREQUENCY</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>V.GOOD</td>
<td>9</td>
<td>15</td>
</tr>
<tr>
<td>GOOD</td>
<td>18</td>
<td>29</td>
</tr>
<tr>
<td>MODERATE</td>
<td>23</td>
<td>37</td>
</tr>
<tr>
<td>POOR</td>
<td>12</td>
<td>19</td>
</tr>
<tr>
<td>V.POOR</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>TOTAL</td>
<td>62</td>
<td>100</td>
</tr>
</tbody>
</table>


Figure 4.4 shows a chart representation of table 4.8


From the above analysis, majority of the respondents (37%) gave a MODERATE rating. Quite a number also gave a rating of GOOD and above.
On the question of whether the respondents were provided with proper clothing that matched with weather pattern, the table 4.9 below summarizes it.

<table>
<thead>
<tr>
<th>VIEW</th>
<th>FREQUENCY</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>YES</td>
<td>48</td>
<td>77</td>
</tr>
<tr>
<td>NO</td>
<td>14</td>
<td>23</td>
</tr>
<tr>
<td>TOTAL</td>
<td>62</td>
<td>100</td>
</tr>
</tbody>
</table>


From the above analysis, majority of the respondents (77%) gave a YES response. This clearly indicated that most of them were given proper clothing but a few missed.

On the question of whether the respondents were compensated when injured at work, the table 4.10 below summarizes it.

<table>
<thead>
<tr>
<th>VIEW</th>
<th>FREQUENCY</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>YES</td>
<td>38</td>
<td>61</td>
</tr>
<tr>
<td>NO</td>
<td>24</td>
<td>39</td>
</tr>
<tr>
<td>TOTAL</td>
<td>62</td>
<td>100</td>
</tr>
</tbody>
</table>


From the above analysis, majority of the respondents (69%) gave a YES response. There were also quite a number (39%) who gave a NO response.

On the question of whether the respondents were given assistance when they were bereaved; the table 4.11 below summarizes it.

<table>
<thead>
<tr>
<th>VIEW</th>
<th>FREQUENCY</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>YES</td>
<td>60</td>
<td>98</td>
</tr>
<tr>
<td>NO</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>TOTAL</td>
<td>62</td>
<td>100</td>
</tr>
</tbody>
</table>


From the above analysis, majority of the respondents (98%) gave a YES response. This clearly indicated that they received full assistance from the company.
On the question of how often repairs and maintenance on housing facilities were made, the table 4.12 below summarizes it.

Table 4.12. Repair and maintenance.

<table>
<thead>
<tr>
<th>TIMING</th>
<th>FREQUENCY</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>ANNUALLY</td>
<td>11</td>
<td>18</td>
</tr>
<tr>
<td>AS SOON</td>
<td>31</td>
<td>50</td>
</tr>
<tr>
<td>RARELY</td>
<td>20</td>
<td>32</td>
</tr>
<tr>
<td>TOTAL</td>
<td>62</td>
<td>100</td>
</tr>
</tbody>
</table>


From the above analysis, majority of the respondents (50%) gave a SOON response. Some respondents (32%) also suggested that these repairs were RARELY done.

On the question of respondents' ratings on the medical service they received from the company, the table 4.13 below summarizes it.

Table 4.13. Medical services.

<table>
<thead>
<tr>
<th>RATING</th>
<th>FREQUENCY</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>EXCELLENT</td>
<td>10</td>
<td>13</td>
</tr>
<tr>
<td>VERY GOOD</td>
<td>9</td>
<td>12</td>
</tr>
<tr>
<td>GOOD</td>
<td>26</td>
<td>35</td>
</tr>
<tr>
<td>FAIR</td>
<td>27</td>
<td>36</td>
</tr>
<tr>
<td>POOR</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>TOTAL</td>
<td>62</td>
<td>100</td>
</tr>
</tbody>
</table>


From the above analysis, majority of the respondents (35%) gave a GOOD rating. The number of respondents (4%) who gave a POOR rating was too few.

On the question of whether working and living conditions affected the pluckers' motivation at work, the table 4.14 below summarizes it.

Table 4.14. Working and living conditions.

<table>
<thead>
<tr>
<th>VIEW</th>
<th>FREQUENCY</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>YES</td>
<td>52</td>
<td>83</td>
</tr>
<tr>
<td>NO</td>
<td>11</td>
<td>17</td>
</tr>
<tr>
<td>TOTAL</td>
<td>62</td>
<td>100</td>
</tr>
</tbody>
</table>


From the above analysis, majority of the respondents (83%) gave a YES response. This clearly indicated that the working and living conditions had an effect.
On the question of whether the policies do have an effect on in-service training and development, the table 4.15 below summarizes it.

Table 4.15. Training policies

<table>
<thead>
<tr>
<th>VIEW</th>
<th>FREQUENCY</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>YES</td>
<td>35</td>
<td>56</td>
</tr>
<tr>
<td>NO</td>
<td>27</td>
<td>44</td>
</tr>
<tr>
<td>TOTAL</td>
<td>62</td>
<td>100</td>
</tr>
</tbody>
</table>


From the above analysis, majority of the respondents (87%) gave a YES response. This clearly indicated that the courses were to the duties of the respondents.

On the question of whether there was a good relationship between supervisors and the tea pluckers, the table 4.16 below summarizes it.

Table 4.16. Relationship with supervisors.

<table>
<thead>
<tr>
<th>VIEW</th>
<th>FREQUENCY</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>YES</td>
<td>40</td>
<td>65</td>
</tr>
<tr>
<td>NO</td>
<td>22</td>
<td>35</td>
</tr>
<tr>
<td>TOTAL</td>
<td>62</td>
<td>100</td>
</tr>
</tbody>
</table>


From the above analysis, majority of the respondents (65%) gave a YES response. This clearly indicated that the courses were to the duties of the respondents.

On the question of respondents’ ratings on their relationship with their supervisor at work, the table 4.17 and figure 4.5 below summarizes it.

Table 4.17. Extent of relationship with supervisors.

<table>
<thead>
<tr>
<th>RATING</th>
<th>FREQUENCY</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>EXCELLENT</td>
<td>10</td>
<td>16</td>
</tr>
<tr>
<td>V.GOOD</td>
<td>13</td>
<td>21</td>
</tr>
<tr>
<td>GOOD</td>
<td>26</td>
<td>42</td>
</tr>
<tr>
<td>FAIR</td>
<td>9</td>
<td>15</td>
</tr>
<tr>
<td>POOR</td>
<td>4</td>
<td>9</td>
</tr>
<tr>
<td>TOTAL</td>
<td>62</td>
<td>100</td>
</tr>
</tbody>
</table>


Figure 4.5 shows a chart representation of table 4.15.
From the above analysis, majority of the respondents (42%) gave a GOOD rating. This was a clear indication that there was a cordial relationship between them and their supervisors.

On the question of whether the tea pluckers had any say about issues affecting them in their areas of work, the table 4.18 below summarizes it.

<table>
<thead>
<tr>
<th>VIEW</th>
<th>FREQUENCY</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>YES</td>
<td>50</td>
<td>81</td>
</tr>
<tr>
<td>NO</td>
<td>12</td>
<td>19</td>
</tr>
<tr>
<td>TOTAL</td>
<td>62</td>
<td>100</td>
</tr>
</tbody>
</table>

From the above analysis, majority of the respondents (81%) gave a YES response. This clearly indicated that the company did not ignore issues raised up by the pluckers.

On the question of whether the tea pluckers were consulted of any changes on issues affecting them, the table 4.19 below summarizes it.

<table>
<thead>
<tr>
<th>VIEW</th>
<th>FREQUENCY</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>YES</td>
<td>42</td>
<td>68</td>
</tr>
<tr>
<td>NO</td>
<td>20</td>
<td>32</td>
</tr>
<tr>
<td>TOTAL</td>
<td>62</td>
<td>100</td>
</tr>
</tbody>
</table>

From the above analysis, majority of the respondents (68%) gave a YES response. This clearly indicated that the company did not ignore the pluckers.
4.3. QUALITATIVE ANALYSIS

MOTIVATION

According to most respondents, the pay that they received had a greater impact on their motivation. The living conditions and leadership style too, affected their motivation.

RENUMERATION

According to the comments of the respondents, it is the pay and other related benefits that keep them working as tea pluckers in the tea plantation. Many affirmed that with the pay they have been able to educate their children and provide them with basic needs. This has been made more possible by the fact that they are encouraged by the management to join a savings and credit cooperative in the company that gives them loans to repay with affordable interests. Suggestions from most respondents were that their pay should be increased in order to match with the increase in living standards. There were further calls that there be annual increments that should match with their supervisors.

WORKING AND LIVING CONDITIONS

Most of the respondents in this study were satisfied with the working and living conditions in the company. The facilities used at work, housing, medical and recreational facilities were affecting their motivation. However, there were calls for improved plucking kits like waterproof and stronger plucking overalls and shoes as well as for more improved housing standards like piped water and electricity into the house.

LEADERSHIP

According to the respondents leadership style affected their motivation. The kind of management in the company influenced their motivation and thus their performance. The management in the company considered the tea pluckers’ welfare important and much was done to ensure proper and immediate solutions to their problems. Their suggestions and contribution to the management on issues concerning them were considered too. However, there were suggestions that pluckers be actively be involved in the workers union and that the company management periodically change supervisors as they do with managers to avoid overstay in an estate.
CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 SUMMARY OF FINDINGS

In this chapter the major findings, conclusion, and recommendations of the study are discussed. This targets answers to research questions as indicated in section 1.4 and mainly covers on factors that influence the motivation of tea pluckers in the tea plantations.

On the question of how remuneration influences motivation of tea pluckers in the company, most respondents (94%) agreed that remuneration influenced their motivation. Out of those who agreed, 29% of them rated the effect of remuneration on motivation as very great and 44% of them rated the effect as great. It is the pay that kept them to work as tea pluckers in the company and the main driving force behind the efforts at work is the pay and related benefits they get. However they admitted that their pay was comparable to those of similar companies.

On the question of working conditions, it was established that most respondents (83%) agreed that the working conditions together with their living conditions in the company influenced their motivation as tea pluckers. These conditions were rated as very good by 15%, as good by 29% and as moderate by 37% of the respondents who agreed that the working and living conditions influenced motivation of tea pluckers. More than 50% of respondents affirmed that they were provided with proper clothing at work that matched the weather; compensated when injured at work; and received assistance from the company in case of bereavement. They also confirmed that their housing facilities were well maintained and repaired when required whereas medical facilities and services were good in the company. Thus their working conditions were good especially in terms of housing, medical care, recreation facilities and company schools. There were some few calls for further improving these facilities by the company.
On the question of leadership, most of the respondents (65%) agreed that they had good relations with their supervisors. Out of those who agreed, 16% rated their relationship as excellent, 21% rated as very good and 42% rated as good. 81% of the respondents agreed that issues affecting them as pluckers as well as their suggestions were not ignored by the company management but were considered as important and their problems could be solved as soon as they are forwarded. 68% of the respondents also affirmed that the management informed them of changes on issues affecting them. However there were suggestions supervisors responsibilities and powers be checked by managers since supervisors’ attitude affected their motivation to work.

5.2 CONCLUSION

It can be concluded that the motivation of tea pluckers was influenced by leadership style, working conditions and renumeration. The tea pluckers were motivated mainly the pay they received from the company. However, most of the respondents called for increase in remuneration. This was because it could only meet their daily needs but did not exactly meet their requirements especially on higher education of their children. The increments made have not kept pace with inflation and rising living standards. This has led to reduction in tea pluckers’ purchasing power.

On the issue of working conditions, it can be concluded that most pluckers were satisfied with the working conditions they were subjected because the company had good facilities to cater for them. Working and living conditions are inseparable such as rent-free housing, piped water, proper sanitation as well as basic amenities like schools, health and recreation facilities. The tea pluckers work for six to eight hours a day, six days a week and get paid annual leave. They are not denied compassionate or sick leave when they require whereas female workers are also entitled to maternity leave. At work, protective clothing are provided to ensure that they are in safe and healthy working conditions. In cases of accident the pluckers admitted that they are compensated for injuries by the company. They are working and living conditions are of good standards and have contributed to retention of tea pluckers in the company.
On the issue of leadership, it can be concluded that most respondents still did not have a sound relationship with their supervisors. Most of them felt that they should instead report to the estate manager.

Therefore, leadership in the tea plantation affects motivation of tea pluckers to a great extent since 65% of respondents affirmed whereas the working and living conditions affect motivation to a greater extent since 83% of respondents affirmed. Most respondents stressed that remuneration affects motivation of the pluckers to the greatest extent. 94 % of the respondents agreed that motivation is mainly influenced by remuneration.

5.3 RECOMMENDATIONS

Based on the research findings the researcher recommends that tea pluckers should be motivated in order to improve on their output at work. The researcher recommends that puckers’ minimum wage be increased to match with their living standards. The Kenya Plantation Workers Allied Union and Kenya Tea Growers Association should consider the rising living standards in their negotiations for pluckers’ wage increments.

The company should further improve the conditions of puckers’ houses by availing extra facilities like electricity to tea pluckers’ houses even if they may be required to share costs. Ensuring that there is regular maintance and enough space in these houses is also important. Training on supervisory skills may be necessary so as to improve on the plucker-supervisor relationship. This would increase the tea pluckers’ motivation as well as their productivity.

5.4 ROOM FOR FURTHER RESEARCH

There is room for further research on other factors that could affect motivation of tea pluckers in the tea plantation. These are other factors a part from the remuneration, working conditions and leadership which the researcher has considered in this study. Further research should be done on methods of improving the motivation of tea pluckers by consulting the workers union on sensitive issues. The Kenya Tea Growers Association (KTGA) should conduct a more detailed survey that will pinpoint on the major issues of motivation of tea pluckers.
REFERENCES


ILO: Seventh Survey on the Effect given to the Tripartite Declaration of Principles concerning Multinational Policy and Social Policy, Parts I and II (Geneva 2001)


KTDA (Kenya Tea Development Agency) Magazine-April 2003

Lawler, E.E. and Suttle.J. (1972) Organisational Behaviour and Human Performance; A Casual Correlational Test of the Need Hierarchy Concept


APPENDIX I

Complete population of Tea in James Finlay (K) Ltd

<table>
<thead>
<tr>
<th>NO.</th>
<th>ESTATE</th>
<th>NUMBER OF PLUCKERS</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Kapkoros</td>
<td>632</td>
<td>6.2</td>
</tr>
<tr>
<td>2</td>
<td>Kaproret</td>
<td>1013</td>
<td>9.9</td>
</tr>
<tr>
<td>3</td>
<td>Kapsongoi</td>
<td>1177</td>
<td>11.5</td>
</tr>
<tr>
<td>4</td>
<td>Chemase</td>
<td>404</td>
<td>3.9</td>
</tr>
<tr>
<td>5</td>
<td>Cheptabes</td>
<td>1048</td>
<td>10.2</td>
</tr>
<tr>
<td>6</td>
<td>Marinyin</td>
<td>719</td>
<td>7.0</td>
</tr>
<tr>
<td>7</td>
<td>Chemamul</td>
<td>795</td>
<td>7.7</td>
</tr>
<tr>
<td>8</td>
<td>Simotwet</td>
<td>693</td>
<td>6.8</td>
</tr>
<tr>
<td>9</td>
<td>Bondet</td>
<td>658</td>
<td>6.4</td>
</tr>
<tr>
<td>10</td>
<td>Chebitet</td>
<td>675</td>
<td>6.6</td>
</tr>
<tr>
<td>11</td>
<td>Tenduet</td>
<td>691</td>
<td>6.7</td>
</tr>
<tr>
<td>12</td>
<td>Chemasingi</td>
<td>883</td>
<td>8.6</td>
</tr>
<tr>
<td>13</td>
<td>Tiluet</td>
<td>874</td>
<td>8.5</td>
</tr>
<tr>
<td></td>
<td>TOTAL</td>
<td><strong>10,262</strong></td>
<td><strong>100.00</strong></td>
</tr>
</tbody>
</table>
APPENDIX II

QUESTIONNAIRE FOR TEA PLUCKERS

The questionnaire is divided into four parts.

A. Introduction

B. Motivation

C. Factors affecting motivation

- Remuneration
- Working Conditions
- Leadership

D. Conclusion

Section A. Introduction
1. Estate..................2. Check roll number..................


5. Marital Status (Tick the appropriate answer)
   ..........1.Single
   ..........2.Married
   ..........3.Widowed
   ..........4.Separated/divorced

6. Year of employment..................

7. Average amount of tea plucked per day at:
   b. Presently ............kgs.

8. What is the most important outcome of your being employed in this company?

Section B. Motivation
1. a. Do you think you are motivated as pluckers in the tea estates?
   ........No ........Yes

   b. If yes, to what extent?.......1.Very great

   ........2.Great
   ........3.Moderate
   ........4.Small
   ........5.Very Small

2. What affects motivation of tea pluckers?
3. Suggest what should be done to improve motivation?

Section C.

Renumeration

1. a. Do you think you pay affects motivation of tea pluckers?
   
   Yes  No

   b. If yes, to what extent?
      
      1. Very great
      2. Great
      3. Moderate
      4. Small
      5. Very Small

2. Is the pay comparable to those of similar companies such as Unilever Tea?
   
   Yes  No

3. Suggest what should be done about pay as to improve motivation?

Working Conditions

1. How would you rate your working conditions as a tea plucker?
   
   1. Very good
   2. Good
   3. Moderate
   4. Poor
   5. Very poor

2. a. In the last two months have you taken any type of leave?
   
   Yes  No

   b. If yes, which one?

3. Are you provided with proper clothing with cold, rainy and other weather changes?
   
   Yes  No

4. a. In case of any injury at work, are you compensated?
   
   Yes  No

   b. If YES, by who

5. a. In case of bereavement or other misfortunes is there any assistance a tea plucker gets?
   
   Yes  No

   b. If YES, where does this assistance come from
6. a. Are you living in the within the company? Yes No
   b. Are the houses adequate? Yes No
   c. Do you share the house? Yes No

7. a. Which is your source of water?
      1. Shared taps outside the house
      2. Own taps inside the house
      3. Other (specify)

   b. What is your source of power in the house?
      1. For cooking: firewood charcoal
         paraffin other (specify)
      2. For lighting: electricity paraffin
         other (specify)

c. How often are repairs and maintenance of the housing and facilities you use
   made?
      1. Annually
      2. As soon as required
      3. Rarely

d. Which recreational facilities are available to you and your dependants within the
   company area of residence?
      1. Games
      2. TV
      3. Other (specify)

8. a. Where do you go for medical services?

   b. Are your dependants entitled to the same? Yes No

   c. If YES, how would you rate these medical services?
      1. Excellent
      2. Very good
      3. Good
      4. Fair
      5. Poor

9. a. Do your children go to company primary or secondary schools?
      Yes No

   b. If YES, what is the general performance of these schools?
      1. Excellent
      2. Very good
      3. Good
      4. Fair
      5. Poor
10. Do working and living conditions affect motivation?
    .....No  ........Yes

11. Suggest the key areas in conditions of work and living which should be improved to raise the level of motivation of tea pluckers
    ...........................................................................................................................
    ...........................................................................................................................
    ...........................................................................................................................

12. What do you like about tea plucking..............................................................
    ...........................................................................................................................
    ...........................................................................................................................
    ...........................................................................................................................

13. Does the job involve routine?
    ..........................Yes  ........No

14. Do you sometimes vary what you do in any given time?
    ..........................Yes  ........No

15. Do you think the routine nature of the job affect motivation?
    ..........................Yes  ........No

16. What are your suggestions about tea plucking that can influence motivation..............................................................
    ...........................................................................................................................
    ...........................................................................................................................

Leadership
1. How would you rate your relationship with your supervisor at work?
    ..............1.Excellent
    ..............2.Very good
    ..............3.Good
    ..............4.Fair
    ..............5.Poor.

2. Do tea pluckers have any say about activities or issues affecting them in their area of work?
    ..............Yes  .................No

3. Are their opinions or suggestions considered by the company management................

4. Are you consulted on any changes on issues of tea pluckers?
    ..............Yes  .................No

5. Is there a good relationship between supervisors and tea pluckers?
    ..............Yes  .................No
6. Suggest how leadership style in the company can be improved to enhance motivation of tea pluckers.

Section E. Conclusion

1. Rate the extent to which each of the following influences the motivation of tea pluckers.

<table>
<thead>
<tr>
<th>Influence</th>
<th>Very Low Extent</th>
<th>Low Extent</th>
<th>Moderate Extent</th>
<th>High Extent</th>
<th>Very High Extent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Remuneration</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leadership styles</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Working conditions</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nature of work</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Facilities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

2. Is there anything you would like to comment about tea plucking in the company?

Comments.

Thank you very much for your cooperation. Your time and willingness to respond to this questionnaire is highly valued.
Dear Sir,

Masters in Business Administration - Data Collection

I am currently a student at Kenyatta University taking a Masters degree in Business Administration (Human Resource Management). I am preparing to undertake a research project as part of the requirement of the course and have chosen the topic, “The Factors that Influence Motivation of Workers within the Tea Plantation Industry in Kenya (a case study of Tea Pluckers in James Finlay (K) Limited)”

I wish request to be allowed to collect the said data from employees within the company so as to meet the deadline of submitting the said project to the University.

I will appreciate your kind and favourable consideration. I look forward to your kind response.

Yours faithfully

Caroline Chepkoech Korir.
D53/OL/3716/04
TO WHOM IT MAY CONCERN:

Dear Sir/Madam,

RE: RESEARCH PROJECT: DATA COLLECTION

THE FACTORS THAT INFLUENCES MOTIVATION OF WORKERS WITHIN THE TEA PLANTATION INDUSTRY IN KENYA (A CASE STUDY OF TEA PLUCKERS IN JAMES FINLAY (K) LTD)

This is to confirm that the above named is an M.BA student in the School of Business, Kenyatta University, and she is embarking on her project this semester before she completes her degree programme.

Any assistance you may accord her will be highly appreciated.

Mrs. E. Gitonga
MBA COORDINATOR
Ref: A.18(j)

26 October 2006

Mrs Caroline Chepkoech Korir
P O Box 1357 – 20200
KERICHO

Dear Madam

RE: APPLICATION TO CARRY OUT A RESEARCH PROJECT AT JAMES FINLAY (K) LTD ON FACTORS THAT INFLUENCES MOTIVATION OF TEA PLUCKERS IN TEA PLANTATION

Your letter dated 25 October 2006 and that of Kenyatta University dated 1 October 2006 requesting for the Company to allow you carry out research project on the factors that influence motivation of workers with the tea plantation in Kenya has been considered favourably.

You may therefore present this letter to the Managers of estates where data and interviews of those concerned are to be carried out.

Yours faithfully

K T Korir
DIRECTOR – CORPORATE AFFAIRS

KTK/skas