

Factors Affecting Performance of Staff of Local Authorities in Kenya.

(Case of Kisii Municipal Council).

By

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**Declaration**

**Declaration by the Candidate**

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

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## **Dedication**

To

**Petronillah- the Million Dollar focused Lady – the most unique Lady**

**Sons of Nyandoche-for the sake of *me* preferred to sleep hungry**

**Jephtha Somoni -the most Generous, Human and Benevolent**

**Hezron Masanya- A really true friend**

**Gedion -Most unselfish**

**To all kind– hearted**

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## Abstract

In order to have a developed country, all regions of the country must move forward in uniform speed and uniform levels. Local government has been a system of central government through which it could distribute its public goods to all its systems. Through the local government the central government can be centralized some of the services which otherwise could be sort from the country's headquarters a situation which is not only cumbersome but it's also wasting and hence inefficient. However, there has been a hue and cry about the performance in local governments all over the country. This research project intended to analyze the various challenges influencing performance in Local Councils in Kenya. The objectives that guided the study include establishing how team work and motivation are factors influencing performance, to determine how leadership is one of the challenges influencing workers performance, to establish appropriate technology are factors affecting performance of local councils. The findings of this study are likely to go a long way to lift the standards of living of the Kisii residents, inform both the government and the local council leadership, and enable NGO s understand where to chip in and lend a hand to make Local authorities better services delivery instruments. The overall result of the research will contribute to the improvement of service delivery which is in tandem with the on-going public service delivery reforms. The researcher took Kisii Municipal Council as a case study. Given that, not only geographical, technological and economical but also other Kisii circumstances, being quite different from other areas in other parts of Kenya, it may not be possible to generalize the findings of this study. The study used descriptive, causal and explorative design. The study involved a stratified population of top management, middle and lower level employees as respondents. The total population was 424 whereby the management was 27 and the subordinates were 397. The study took a stratified sample of 20% on the employees (staff) by the use of simple random sampling procedure and census on management. A Self Administered Questionnaire (SAQ) which was given at least for two weeks to allow for free well thought answers was used to collect data. The data was analyzed using descriptive Statistics and SPSS program and presented by tables and charts.

## **Acronyms**

NGO-Non Government Organization

CEO- Chief Executive Officer

ANOVA- Analysis of Variance

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## **Definition of Terms**

**Adaptability** – Ability to become comfortable with change,

**Communication** – Effectiveness in written and verbal exchanges,

**Customer service** – Ability to communicate effectively with customers, addresses problems, and offer solutions that meet or exceed their expectations,

**Dependability** – Responsiveness, reliability and conscientiousness demonstrated on the job.

**Financial management** – Appropriateness of cost controls and financial planning within the scope defined by the position.

**Human relations-** a term used to refer to involve motivating employees to achieve organizational objectives effectively and efficiently. It helps to understand boosting morale, maximize employee's productivity and creativity.

**Initiative** – Willingness to identify and address opportunities for improvement,

**Job knowledge** – Understanding of the objectives, practices and standards of work,

**Judgment** – Ability to determine appropriate actions in a timely manner,

**Leadership** – Tendency and ability to serve as a doer, guide, decision maker and role model.

**Local Government-** the governing body of a town the administration of the civic affairs of a city, town or district by its inhabitants rather than by the state or country at large.

**Morale-** an employee's attitude toward his/her job, employer and colleagues

**Planning and organization skills** – Reflected through the ability to schedule projects, set goals, and maintain organizational systems.

**Performance-** Efficiency, efficacy, effectiveness, ability to do that that was expected.

**Problem solving** – Ability to identify and correct problems effectively,

**Productivity** – Rate at which work is regularly produced.

**Quality** – Accuracy, professionalism, and deliverability of produced work.

**Service delivery** -The expected standards of service provided.

**Technological policy-** is the set of organizational decisions concerning: aggressive technology, posture, automation and process innovation and new product development.)

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background of the Study**

Municipal council of Kisii is a local authority established under the Local government Act Cap. 265, Section 3, of the laws of Kenya. It is situated north of Nyanza Province with a population of approximately 10850 as per the last census. The municipality covers an area of 29 square kilometers. The Municipality includes eight main markets namely: Bobaracho, Jogoo, Menyikwa, Gekomu, Milimani, Kiamokama, Getare, and Daraja Mbili, It is a fast growing industrial town experiencing rapid change due to a large influx of new residents and establishment of new industries. Its rapidly expanding industrial and manufacturing base attracts workers from all over Kenya making it one of the fastest growing municipalities in Kenya.

The Council is strategically based in an agricultural zone with many organizations including industries, soft stone quarrying, schools, non-government organizations (NGOs), community based organizations, health centre's, and single business units. Therefore, it provides the various services to meet its objective namely; garbage collection water supply and sewage drainage (drainage cleansing), development plans approval, survey and beaconing of land, cleaning of the town and markets, street lighting, beautification and greening of the town, paved road repairs, education, issuance of business permits, bus park management, protect the natural resources from pollution and exhaustion, opening, grading and gravelling of town roads, and cemetery services.

The aforementioned services are highly demanded by the public and very important towards its growth thus compels the researcher to examine the challenges that influence the workers' performance in Municipal Council of Kisii such that they provide satisfactory services and in a better way. According to Municipal Council of Kisii Service Delivery Charter launched in 2006, it expects all the workers to provide quality public services to the customers and create and nurture local governance. However, there has been a hue and cry over the quality of services ranging from garbage and waste management, collection and disposal, pollution, among others. Therefore, this study sought to examine whether the above objectives are being achieved by the workers in Municipal Council of Kisii.

## **1.2 Statement of the Problem**

In spite of the above charter set for Municipal Council of Kisii, challenges emerge with respect to the provision of services within the municipality. Kombo (2005), while launching the strategic plan for the local authorities for the year 2004-2009 hinted key challenges that affect the Local Authorities such as inadequacy of resources, strikes by employees because of untimely and low salaries. On the same note, Ogongo (2005), in his presentation agreed that there are a number of challenges that have impeded both the Ministry and Local Authorities from carrying out their respective roles effectively. There is an outcry from members of the public and occasionally from council workers. The issues complained of include the quality of services delivery in that there is huge uncollected garbage at collection points, pollution of air and waste materials drained into the rivers from the industries around, poor road network within the town, and field workers are not provided with protective clothing, delayed salaries for councils workers, among others. Therefore, in regard to the complaints by Kombo, Ogongo, the members of the public, and workers of the council, the researcher intended to identify the challenges facing workers' performance of Local Councils in Kenya by studying a case of Kisii Municipal Council.

## **1.3 Objectives of the Study**

### **1.3.1 General objective**

The general objective of this study was to identify challenges influencing workers performance in Kisii Municipal council.

### **1.3.2 Specific objectives of the Study**

- (i) To establish how team work affects performance of workers of Kisii Municipal Council.
- (ii) To determine the extent to which leadership influences workers performance.
- (iii) To find out how technology affects workers performance.
- (iv) To examine the role of motivation and training on workers' performance.

#### **1.4 Research Questions**

- (i) In which way does team work affects performance at Municipal Council of Kisii?
- (ii) How much is leadership influences Kisii Municipal Council workers' performance?
- (iii) Is technology a factor affecting performance of Kisii Municipal Council workers?
- (iv) Do motivation influence performance of Kisii Municipal Council workers?

#### **1.5 Significance of the Study**

As the saying goes a problem discovered is a problem half solved. Knowing the influences influencing worker's performance at KMC would be half way to excellence in service delivery. The findings was enable management to prioritize their area of resource concentration and investment. The findings was enable management to allocate resources optimally.

The management would appropriately apply motivation techniques in proportion to the effect on workers performance as revealed from the findings. Motivated employees was develop loyalty and have a high morale which was go a long way to increase service delivery levels. Residents, as a result could enjoy cleaner environment free of disease outbreak threats, quick office service, reduced malpractices among others. Workers would realize or boost their knowledge on the importance of teamwork and would devote themselves to teams which in turn was increase productivity. Findings was enable both workers and management to identify the technology necessary for better service delivery. More training is likely to be scheduled as appropriate which was empower workers for better performance, and the clients was enjoy the improved services.

NGO could benefit from the research in that they would be able to identify areas where they can assist the council like leadership training and provision of consultancy on technology. Industries will benefit from findings first on the factors that can increase their performance. Secondly, the findings was enable industries to collaborate with council workers. Business community is likely to benefit from the findings in that they can organize themselves on how to overcome situations which contribute to making works performance difficult. The researcher was benefit a lot from the study. Being a

strategic management student, the practical strategic issues raised and tackled in terms of responses was add so much to the classroom theories he learnt.

### **1.6 The Scope of the Study**

The study was conducted at Municipal Council of Kisii, Kenya and focused on influences influencing performance of local councils. The study comes handy when there are so many complaints from the public about the service delivery, when there is a wake up-call on service delivery and introduction of contract performance concept.

### **1.7 Limitations**

The Kisii Municipality circumstances might be a bit unique compared to other Local Councils in other parts of the country. This might cause a problem of generalizations of the findings. It therefore might not be possible to generalize the findings. Again, there is a possibility of distorted information from management, workers and other respondents. However the researcher as much as possible attempted to explain the significance of the research to respondents when administering the questionnaires.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

In this chapter, the study reviewed the past studies regarding the influences that impede performance in local authorities. Some of these influences include; motivation, leadership, technology, teamwork and training and some of the theories underlying the factors of performance. The researcher made a critical review of major issues, gave summary and gaps to be filled by the study, and lastly ended the chapter with the conceptual framework.

#### **2.2 Past Studies in the area of Performance**

Various authors have investigated factors underlying performance. Some of these include motivation, leadership, teamwork and technology. In the following paragraphs the researcher reviews that literature.

##### **2.2.1 Employee performance**

Employee performance is basically related to performance appraisal in terms of individual goals. Again, Performance measurement is one of the most difficult topics for managers (Ferrell, 2011). Measuring performance is similar to performance appraisal. It's crucial because it gives employees feedback, on how they are doing and what they need to do to improve. It also provides a basis for determining how to compensate and reward employees and it generates information about the quality of the firm's activity. Performance characteristics include : rate at which work is regularly produced, accuracy, professionalism, and deliverability of produced work, understanding of the objectives, practices and standards of work, Problem solving , effectiveness in written and verbal exchanges, willingness to identify and address opportunities for improvement, Adaptability, Planning and organization skills , set goals, and maintain organizational systems., Teamwork and cooperation, Judgment , responsiveness, reliability and conscientiousness demonstrated on the job, Creativity, Leadership and appropriateness of cost controls and financial planning within the scope defined by the position.

Performance has been defined by Shani and James Lau, et al (1999) as the level of an individual's work achievement after having exerted effort. Cummings and Schwab (1973)

and Whetten and Cameron (1998) believe that performance is ultimately an individual phenomenon with environmental variables influencing performance primarily through their effect on the individual determinants of performance – ability and motivation. One of the most famous arguments on organizational culture-performance link belongs to Peters & Waterman (1982) that the sustained superior performance of firms like IBM, Helett-Packard, Procter and Gamble, and McDonald's may be, at least partly, is a reflection of their organizational culture. Morley and Heraty (1995) give evidence from the literature that the features of the high-performance organizations include developed autonomy and control, flat, lean structures and advance human resource practices, including the use of realistic job preview techniques, group-based employee selection and an espoused management philosophy of open communication and feedback.

The concern of managers at different levels in organizations centers is effectiveness. The organizational culture should inspire co-operation and teamwork, from top to bottom in the company. The manager should provide incentives to workers in an organization, preferably by transferring a suitable kind of leadership to bring about the kind of organizational culture where people identify their interests with that of the cooperation. The managers should also find out the kind of organizational culture where people identify their interests with that of the corporation, find dignity and satisfaction in their work, with consequent effects on increased productivity, morale and pride in being part of the organization (Fule, 1993). Shani and Lau (1996) states that people will work well if they have the ability, aptitudes, interest, attitudes and temperament that make them suitable to perform the job; this means that people must be matched with jobs. Therefore, the manager should make use of untapped human resource in order to have high productivity.

The subordinates on their part would be able to put in such performance if the certain conditions are present. Such conditions include possession of the ability i.e. knowledge and skills to carry out the tasks, willingness to expend the necessary effort to carry out the tasks, and availability of the opportunity for their abilities and efforts to be used in meaningful ways. Saleemi (2006) states this relationship as:

Performance = Ability x Effort x Opportunity He states that performance can only occur when the three factors are taken together.

**Table 1: Performance characteristics**

<b>Performance characteristics</b>	
<b>Productivity</b>	Rate at which work is regularly produced
<b>Quality</b>	Accuracy, professionalism, and deliverability of produced work
<b>Job knowledge</b>	Understanding of the objectives, practices, and standards of work
<b>Problem solving</b>	Ability to identify and correct problems effectively
<b>Communication</b>	Effectiveness in written and verbal exchanges
<b>Initiative</b>	Willingness to identify and address opportunities for improvement
<b>Adaptability</b>	Ability to become comfortable with change
<b>Planning &amp; Organization skills</b>	Reflected through the ability to schedule projects, set goals, and maintain organizational systems.
<b>Teamwork and Cooperation</b>	Effectiveness of collaborations with co-workers
<b>Judgment</b>	Ability to determine appropriate actions in a timely manner
<b>Dependability</b>	Responsiveness, reliability, and conscientiousness demonstrated on the job.
<b>Creativity</b>	Extent to which resourceful ideas, solutions and methods for task completion are proposed.
<b>Sales</b>	Success in selling products, services, yourself and your company
<b>Customer service</b>	Ability to communicate effectively with customers, address problems, and offer solutions that meet or exceed their expectations.
<b>Leadership</b>	Tendency and ability to serve as a doer, guide, decision maker and role model
<b>Financial management</b>	Appropriateness of cost controls and financial planning within the scope defined by the position

**Source: Ferrell (2011).**

### **2.2.1.1 Worker Commitment**

Pigors (1997) says that the effectiveness with which the organization function depends on an important degree on how strongly each member of an organization is committed to organizational objectives. This in turn is importantly determined by the personnel concepts which managers hold. However, the interaction works both ways: Managers' personnel concepts are influenced by the behavior of subordinates and subordinates in turn, often adjust their behavior to what their organizational superiors expect of them.

The ability to predict the behavior of workers is an important dimension of managerial performance. The difficulty in accurate prediction lies in part, in the failure to understand the dynamics of the social system (the human organization) that workers create among themselves. It is said “if people like their peers and management, they may be highly productive despite poor working conditions; on the other hand, poor management practices lead to excessive socializing or resulting in slow downs” (Shani and Lau, 1996).

#### **2.2.1.2 Occurrence of Accident**

Accidents are not a single event, but the culmination of a series of cascading events. Thus, it is the management of an organization and their day-to-day safety practices that can influence the occurrence of accidents in future, and can provide leading indicators of future safety performance. Decision analysis is recognized as the right way to make risk management decisions, using probabilistic techniques to assess the accident risk. It is also accepted that the decisions that individuals in the organization make affect the likelihood of an accident and thus managerial and organizational factors should be included in the risk modeling process ([www.organizational-safety.com](http://www.organizational-safety.com))

Organizations have focused on the development of effective safety to enhance performance, creating organizational safety cultures in which the likelihood of accidents is minimized and there is a prevailing attention to safety. As a result, organizations use value-focused thinking technique in order to understand safety decisions. The organizations would be able to understand the values experts apply in their roles within the organization and the objectives they seek to achieve to contribute to its overall safety performance. Correct decisions can avoid exposure to adverse events or ensure that the correct actions are taken when exposure occurs (ibid).

Minimizing human errors is also a means of minimizing mechanical failures as many mechanical failures are caused by human errors. The goal of many safety-conscious organizations is to instill an organizational safety culture. Organizational safety culture is a means to instill a safety culture, and in the end, is a means of instilling a good safety attitude in each individual involved in the organization. It is these individuals that then take the actions that ensure good safety performance (ibid). Achievement motivation theorists focus their research attention to behaviors involving competence. Individuals

aspire to attain competence or may strive to avoid incompetence, based on the earlier approach-avoidance research and theories. The desire for success and the desire to avoid failure were identified as critical determinants of aspiration and behavior by a theorist named Lewin (Cole 2001). In his achievement motivation theory, McClelland proposed that there are two kinds of achievement motivation, one oriented around avoiding failure and the other around the more positive goal of attaining success. Atkinson, another motivational theorist, drew from the work of Lewin and McClelland in forming his need-achievement theory, a mathematical framework that assigned the desire to succeed and the desire to avoid failure as important determinants in achievement behavior (Elliot & Harackiewicz, 1996).

The type of orientation adopted at the outset of an activity creates a context for how individuals interpret, evaluate, and act on information and experiences in an achievement setting. Adoption of a mastery goal is hypothesized to produce a mastery motivational pattern characterized by a preference for moderately challenging tasks, persistence in the face of failure, a positive stance toward learning, and enhanced task enjoyment. A helpless motivational response, however, is the result of the adoption of a performance goal orientation. This includes a preference for easy or difficult tasks, effort withdrawal in the face of failure, shifting the blame of failure to lack of ability, and decreased enjoyment of tasks. Some theorists include the concept of perceived competence as an important agent in their assumptions. Mastery goals are expected to have a uniform effect across all levels of perceived competence, leading to a mastery pattern. Performance goals can lead to mastery in individuals with a high perceived competence and a helpless motivational pattern in those with low competence (Elliot & Harackiewicz, 1996).

Achievement goal theorists have recently proposed three motivational goal theories based on the tri-variant framework; mastery, performance-approach, and performance-avoidance. Performance-approach and mastery goals both represent approach orientations according to potential positive outcomes, such as the attainment of competence and task mastery. These forms of behavior and self-regulation commonly produce a variety of affective and perceptual-cognitive processes that facilitate optimal task engagement. They challenge sensitivity to information relevant to success and

effective concentration in the activity, leading to the mastery set of motivational responses described by achievement goal theorists.

The performance-avoidance goal is conceptualized as an avoidance orientation according to potential negative outcomes. This form of regulation evokes self-protective mental processes that interfere with optimal task engagement. It creates sensitivity to failure-relevant information and invokes an anxiety-based preoccupation with the appearance of oneself rather than the concerns of the task, which can lead to the helpless set of motivational responses. The three goal theories presented are very process-oriented in nature. Approach and avoidance goals are viewed as exerting their different effects on achievement behavior by activating opposing sets of motivational (Elliot & Harackiewicz, 1996)

#### **2.2.1.3 Organizational Goals:**

Whenever the employees perform their duties, their effort should be guided toward some end that is meeting the organizational goals. For the performance-organizational goal relationship to function effectively, the organization must set a clear direction. That is, the organization must set its plans for a given time period, and communicate those plans downward in the organization, and employees must have control over the performance measures (Decenzo, 1999). Anthony (2004) asserts that a corporation that does not have goals; it is an artificial being with no mind or decision-making ability of its own. Corporate goals are determined by the chief executive officer (CEO) of the corporation, with the advice of the other members of senior management, and the board of directors usually ratifies them. In many organizations, the goals originally set by the founder persist for generations. Examples are Henry Ford, Ford Motor Company, Alfred P. Sloan, General Motors Corporation, East-Man Kodak, and Wal-Mart. Hagberg and Heifetz (2000) argue that if the organization wants to maximize its ability to attain its strategic objectives, it must understand if the prevailing culture supports and drives the actions necessary to achieve strategic goals.

#### **2.2.1.4 Task accomplishment**

Mamoria, (2004), suggest that task description that functions lays out the requirements of task in terms of actual duties to be performed. He continues to assert that structuring of

work relationship should be planned that both objectives of the organization and the individuals are realized simultaneously.

#### **2.2.1.5 Quality and Quantity Produced**

Quality improvement implementation is demanding on individuals and organizations. It requires sustained leadership, extensive training and support, robust measurement and data systems, realigned incentives and human resources practices, and cultural receptivity to change. In addition, the systematic nature of many quality problems implies that the effectiveness of a quality improvement initiative may depend on its implementation across many conditions, disciplines, and departments. (Saleemi, 2006).

Quality improvement embraces a philosophy of meeting or exceeding customer expectations through the continuous improvement of the processes of producing a good or service. Thus, the effectiveness of quality improvement at the organizational level depends in part on the scope of quality implementation that is, the extent or range of application of quality improvement philosophy and methods (ibid). Extensive involvement of staffs across multiple units may also strengthen the effectiveness of quality improvement efforts by promoting a “quality” culture. That is, pervasive participation in quality improvement promotes shared values about the importance of continuous improvement, using data and scientific methods to identify problems, communicating openly, and collaborating to implement solutions. These shared values, in turn, support the implementation of systematic changes that cross-disciplinary, departmental, and organization boundaries and increases the likelihood of holding the gain (ibid).

Direct senior management participation in cross-functional quality improvement teams signals to the other organizational members that senior management views quality improvement as a top priority. This, in turn, may strengthen the effectiveness of quality improvement efforts by increasing the commitment and contributions of front-line workers. Moreover, senior managers who participate in quality improvement teams may develop deeper understanding of the root causes of quality problems and feel greater ownership of recommended solutions that such teams generate. As a result, senior managers may be more willing to commit the resources and make the policy changes necessary to ameliorate systematic causes of quality problems (ibid).

### **2.2.2 Team Work**

Teams bring with them synergy and oneness that is desired to achieve same goals of one organization. Since all workers are employed for one objective, and the fact that we are not similar in intelligence, pooling workers in functional groups is wisdom. According to Katzenback (1993), a team is a type of group that can be defined as a “small number of people with complementary skills, who are committed to a common purpose, set of performance goals, and approach for which they hold themselves mutually accountable. There are several paradoxes to be continually managed. One is the cohesiveness that groups develop when members’ value their association with one another and their common goal can promote enhanced satisfaction and extra synergy, but it can also reinforce resistance to change and underachievement if members need to relinquish behaviors that are accepted as group norms. .

Often times in the workplace the ability to be a team player is valued and is critical to job performance. Recent research has suggested that conscientiousness, extraversion, and agreeableness are all related to cooperative behavior but that they are not related to task performance. (Le Pine & Dyne, 2001). Good teamwork is essential to job satisfaction. If workers are a part of properly functioning teams, then they feel that they are needed. Furthermore, along with the sense of belonging is a sense of accomplishment. This is a situation in which the team leader needs to step in and properly distribute tasks so that each team member is challenged by his or her assignments. To transform groups into high performing teams, they need to develop high degrees of trust, open communication, participation, and constructive confrontation skills. Individuals with appropriate skills and interests need to be matched to their preferred work function (Cook, 1997)

#### **2.2.2.1 Importance of teams**

In her dissertation Christine (Nov. 2010) explains teams as a very important ingredient in successful businesses she coined the whole importance in a rhyme that coming together is a beginning (of success), keeping together is progress and working together is success. Christine further portends that teams are ideal organizational entity because the members can share the knowledge.

Cole (2009) praises teams saying a team is more than that just a group with common aim. A team is about collaboration and working together as opposed to complementary contributions in groups. Good teams are those whether its members can work together, though they are apart, contributing to a sequence of activities rather than to a common task, which require their presence in one place and at one time (groups). However, an effective teamwork is one, with clear objectives and agreed goals, openness and confrontation, support and trust cooperation and conflict, sound procedures, with appropriate leadership. As Japanese experience demonstrates, the development of highly cohesive teams imbued with the organization's culture, has brought considerable benefits both to individuals and the company at large.

Ferrel et al (2011) commends teams as very good when a company thinks of enhancing productivity pool are being able to pool members' knowledge and skills and make greater use of them than can individuals working in solitary. Companies that have realized its importance are investing and gearing towards team-building training. These companies have realized teams can create more solutions to problems than can individuals. Teamwork enhances employee acceptance of understanding of and commitment to team goals. Teams motivate workers by providing internal rewards in the form of an enhanced sense of accomplishment. Ferrell et al (2011) differentiates types of teams as project teams, task forces and quality assurance teams. The use of teams to address quality issues will no doubt continue to increase throughout the business world. Experts believe that highest productivity results only when groups become teams. However teams are not easy to build. They demand total attention. Carden (2002) to build a productive team its better to start with work rather than the team. It's necessary to analyze if it's necessary to have the work done by the team

The business experts, Carden (2002) further clarified that some work demand that the managers be keen on the personality types. Introverts might be unproductive in teams while extroverts may be very successful there. To be successful, teams must be empowered, which relies on trust, the confidence that a manager places on the qualities and abilities of their workers. Again, managers need to set the stage for teams. Managers need to know how to manage teams and shed off fears. Good teams should be great place to be, exciting, stimulating, supportive and successful. On the other hand, bad teams are horrible, a sort of human prison. A successful team has qualities which includes to be

committed and practical, understand the team formation cycle and its principles, should be benchmarked, understand and resolve problem areas, efforts to be made to sustain the momentum and lastly do all that can be done to empower teams

### **2.2.3 Technology**

Technology is the making, modification, usage and knowledge of tools, machines, techniques, crafts, systems and methods of organizations in order to solve a problem, improve a pre-existing solution to a problem, achieve a goal or perform specific functions. Koprowski,(2012). It can also refer to the collection of such tools, machinery, modifications, arrangements and procedures. The word Technology comes from Greek word *Technologia* meaning “art, skill, craft”. Early technologies inventions of e.g. the wheel helped humans in travelling in and controlling their environment. Recent technological development include printing press (enables quick mass communication), telephone (crosses geographical boundaries), internet (a source of instant enormous information), bridges (geographical bounds and creates global village). Technology also refers to any application of science to accomplish a function. The science can be leading edge or well established and the function can have high visibility or be significantly more mundane that it’s all technology and its exploitation is the foundation of all competitive advantages. US initiated a classified program, Project Socrates, to reverse the US decline economic and military competitiveness. Technology-based planning is what was used to build the US industry giants before World War II. (www.money.cnn.com, 2012, internet: Koprowski, Gene)

Ferrell (2011) defines technology as advanced scientific and engineering knowledge which is employed in tackling and achieving results. They mention websites, podcasts, online videos, social networks, cellular phones and even overnight delivery services as inevitable inclusions for organizations thinking competitiveness. Advantages of Technology include ‘paperless’ transactions which reduces costs. For example Electronic Funds Transfer, Internet, Electronic Payment of Bills modes, Announcements, (ATM) Automated Teller Machines which breaks barriers of working hours or questions, online banks among others. Technological forces i.e. computers and other technological advances improve distribution, promotion and new product development.

Technology can allow organizations to customize their services quickly, enable organizations to respond quickly to environmental changes. Usefulness of technological advances can't be overstated. In this workers are enabled to perform even better than without using technology. The only setback in technology is the huge capital and has a higher initial start up costs. But it's clear that technology is behind the many of the biggest companies which started small. Technology is one of the three primary sources of first mover advantage. First movers can gain advantage through sustainable leadership in technology. Long time ago 1963, Schumpeter had long time conceived technological process as a process of "creative destruction" in which existing products are superseded by the innovation of new firms. New entrants exploit technological discontinuities to displace existing incumbents (Marvin et al 1988).

Technology is the modern weapon for companies in today's fiercely competitive market. Local Authorities – Public Institutions of course – are not to be left behind as we are entering in 'contract performance' error. The contract performance system is a means of achieving excellence in public service. So it will be wrong to think that public institutions do not need tools and techniques of competitors for excellence.( Merriam-Webster2007). Therefore technology, as Thompson et al (1995), portends success in today's fiercely competitive market requires attention to technological pioneering. Technology pioneering can allow a company to target to control premium market segments.

Thompson et al (1995), admires Jack Welch, a one time chairman and CEO of General Electric's belief that to succeed in today's global arena a company must combine financial strength and technological leadership with an organizational focus on speed, agility and simplicity. Technology can up-spring very young companies into giants as seen in the case of U.S. Pharmaceutical Companies like Syntex, Amgen, Genetech, Genzyme and Immunex (Gene, 2012). Gene further says that the traditional pharmaceutical companies once deride as "gene jockeys" are on their death beds. On their hand the new, young companies embracing technology are on the brink of glory. Sally (2012) details the big leaps in medical and pharmaceutical advancement of young companies because of technology.

Zahra et al (1993) recognize the inevitable inclusion of technology in today's business they say that there is a recognizable pivotal role of technology in determining success as institutions respond to global competition. This recognition has brought an alert of need for developing technological policies that are consistent with or 'fit' bus strategy. Success comes when products and services offered are accepted by the consumers. That is performance.

#### **2.2.4 Motivation**

In a study conducted by Lubowa (2006) entitled "A Study of Motivational factors affecting employee job performance in Seventh Day Adventist Church Institutions in Uganda: found out that motivation plays a vital role in job performance of workers among church related institutions of Adventists. It further noted that the opportunity to improve one's position as a result of job performance gives employees a clear reason for high performance. Improvement in one's status as he/she rises above ranks will be a chief motivator, not only to the one affected but also to the ones below. Experience shows that they will always try to imitate heroes or those who have made it to the top. Carden (2002), the heart of motivation is to give people what they really want most from work. The more you are able to provide what they want, the more you should expect what you really want. Positive motivation when well focused has advantages which includes the organizational achievement of goals, gaining workers' positive perspective, create the power to change, build self esteem and capability and workers would be able to manage their own development and help others. On the other side, much as there are no known disadvantages there are several hurdles that must be jumped and jumped well. Unaware or absent managers, inadequate buildings and infrastructures, lack of the will, outdated equipments and entrenched attitudes e.g. 'we don't get pay' or 'we have always it done this way' or 'they don't know what we do'. Herzberg as mentioned above diagnoses clearly those things that actually motivate workers in his motivation-hygiene theory. Further, Cole (2001) describes the major factors that influence an individual's motivational process at work. The following diagram is Cole's description of major factors influencing individual motivation at work.

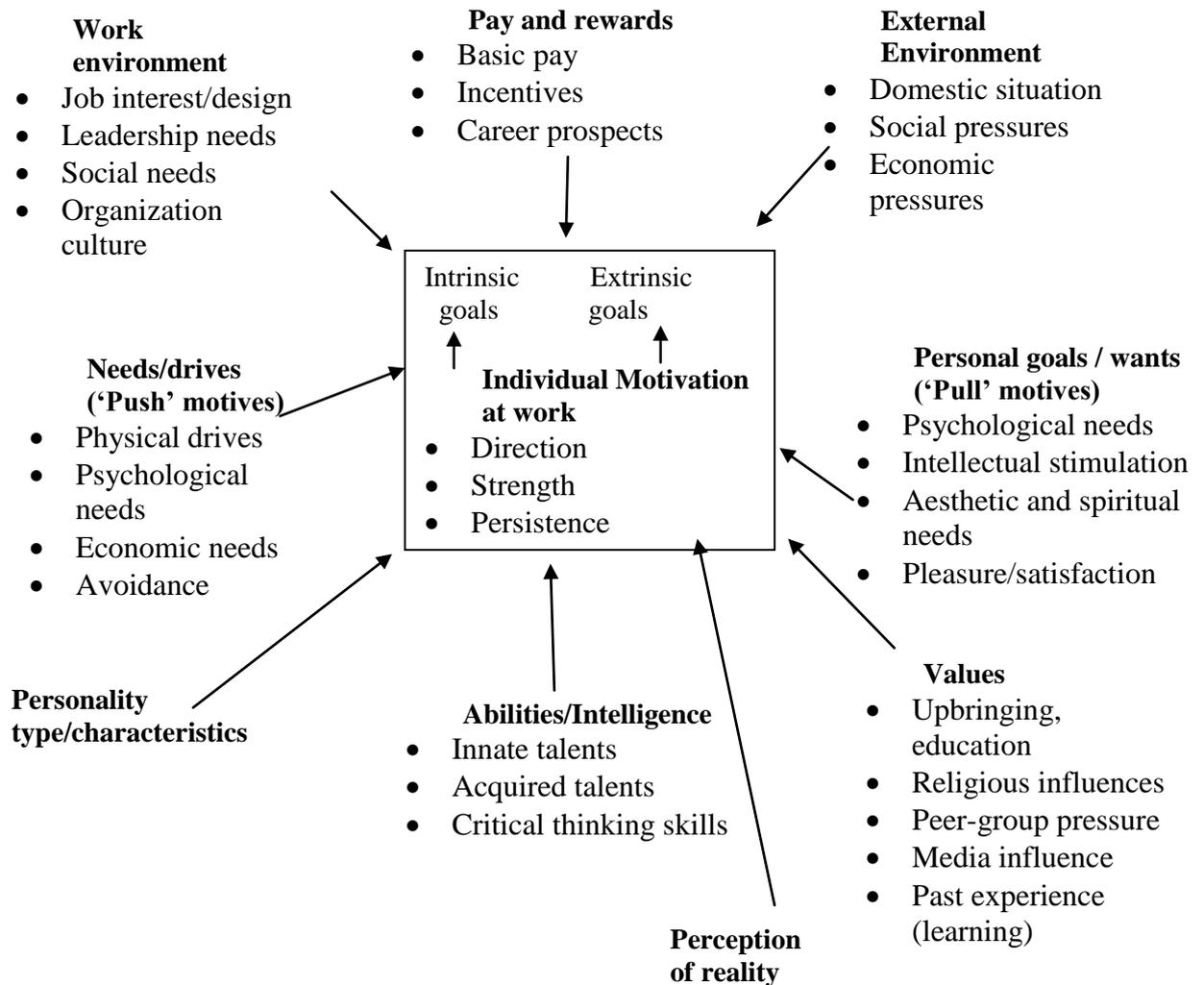


Figure 2.1. The major factors influencing individual motivation at work. (Source: Cole, 2001)

#### 2.2.4.1 Rewarding systems

Safawo (1997), in his doctoral study on Strategic Management Practices of Selected Private Domestic Commercial Banks in Metro Manila, Philippines evaluated the strategic management practices that influenced high performance among Commercial Banks the findings revealed that rewarding systems capable in recognizing and rewarding good performance were not in place. Therefore, he recommended that people in organizations should be motivated in an attempt to achieve the targeted results, which involves creativity using the standard reward punishment mechanisms, salary increment, bonuses, stock options, and fringe benefits among others. Similarly, the study dealt with domestic

commercial banks strategic management practices that influenced performance of workers

#### **2.2.4.2 Human Factor Concept**

Ferrel (2011) complements the work of Cole on the relevance of the human factor as a right approach to motivation of employees. Focusing on human relation motivates employees to perform. Ferrell et al (2011) defines motivation as an inner drive that directs a person's behavior towards goals. A goal is the satisfaction of need and a need is the difference between a desired state and actual state while Cole defines it slightly differently, but has same meaning as what drives a person to work in a particular way and with a given amount of effort of enthusiasm. These goals sought by individuals can be relatively tangible such as monetary reward, promotion or intangible such as self esteem or job satisfaction. Motivation as such is essentially a personal experience, but crucial effective performance.

Cole (2001) summarizes Campbell's (1976), (Kolb et al 1979) and International Dictionary (4<sup>th</sup> ed, 1990) the concern of motivation as both identifying the triggers for behavior and understanding how and why human beings behave in certain ways in governing circumstances. Motivation is about why people behave in the ways they do. Cole (2001) admits that discovering what motivates workers to perform effectively is not an easy task. Cole further underscores the importance of motivation by noting that people are the greatest single asset available to an enterprise. Unfortunately the same asset can actively, again, work against organizations goals.

Motivation as a human factor is a label for the determinants of three dimensions viz: the choice to initiate effort on a certain task, the choice to expend a certain amount of effort and the choice to persist in expending effort over a period of time (Campbell & Pritchard 1976). It should not be forgotten that there are other factors that can affect the level of motivation which include skills aptitude and understanding of the task and environmental factors. Cole (2001) developed a diagram to explain variables of motivation as reproduced below.



remaining quarter.” High morale exists when employee attitudes are favorable towards their jobs, their company and their fellow workers, favorable to the total situation of the group and to the attainment of its objectives. Low morale leads to high rate of absenteeism; labor turns over, excessive complaints and grievances, frustration and frictions, besides, antagonism, resistance and poor performance. Several factors could be manipulated to increase morale. These include clarity of worthwhileness of goals, type of supervision, group composition, organization structure, remuneration type and amount, nature of work, working conditions and opportunities for advancement and learning. From the figure below it can be seen that as morale increases productivity will increase and the reverse is true.

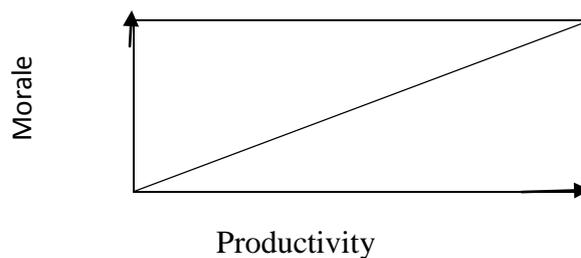


Figure 2.3: relationship between morale and productivity

**Source: Author (2012)**

Cole (2002) in his other book, Personnel Management, portends the major factors influencing workers performance by saying that much as is important satisfying needs and wants is, it is not all time panacea to motivation. David and Nigel (2009) further warns that its dangerous to assume that people are motivated only by money and to design organs and processes on that basis. For example IBM has shifted the emphasis in annual bonus schemes from the performance of the employee’s individual unit and toward that of the co. as a whole. At Toyota, most of a manger’s bonus is linked to the performance of the business in the whole of his/her region, and only a small part to individual performance. Cravens et al (2009) promotion motivates employees to higher productivity Kale & Ahmed (2010) Managers are concerned in creating the conditions under which organizational and personal goals may be harmonized.

The key feature of motivation – is that it determines the extent to which an individual desires to place his/her knowledge/skills at the disposal of others. Ferrell et al (2011) adds another dimension of motivation. Effectively motivating employees helps keep them engaged in their work. Engagement involves emotional involvement and commitment.

Being engaged results in carrying out the expectations and obligations of employment. Ferrell recognizes the fact that, employees with high morale contributes high levels of productivity, high returns to stakeholders and employee loyalty. Employees are motivated by extrinsic and intrinsic rewards (extrinsic – benefits and/or recognition received from someone else, intrinsic – the personal satisfaction and enjoyment feeling after attaining a goal.) respect and involvement. (Carden 2002) a motivated worker is easy to retain. Respect involvement, appreciation, adequate compensation, promotions, a pleasant work environment, and a positive organizational culture are all morale boosters.

According to Ferrell (2011), satisfied employees know clearly what is expected from them everyday at work. The quality of the supervision an employee receives is critical to employee retention. The ability of the employee to speak his or her mind freely within the organization is another key factor in employee retention. Talent and skill utilization is another environmental factor your key employees seek in your workplace. The perception of fairness and equitable treatment is important in employee retention. Employees must have the tools, time and training necessary to do their jobs well – or they will move to an employer who provides them. The best employees, those employees you want to retain, seek frequent opportunities to learn and grow in their careers, knowledge and skill. Take time to meet with new employees to learn about their talents, abilities, and skills. Meet with each employee periodically. No matter the circumstances, never, ever threaten an employee's job or income. Staff members must feel rewarded, recognized and appreciated.

#### **2.2.4.4 Training**

Training, the process of increasing the knowledge and skills of an employee for doing particular jobs, is an organized activity designed to create a change in the thinking and behavior of people and to enable them to do their jobs in a more efficient manner. Saleemi (2006) operationalises the definition by saying that in industry training implies imparting technical knowledge, manipulates skills, problem-solving ability and positive attitudes. Training makes new employees more productive and efficient. It makes the old employees familiar with new techniques and new machines. It's a continuous process to eliminate the risk of technology/knowledge gap.

Saleemi (2006) further acknowledge the many benefits of training. These includes higher performance in terms quantity and quality, less learning period in terms time waste, in trial and error or observing others. Training brings uniformity of workers' approach to the same task – standardization – which improves the quality of performance. Training will close manpower gaps, besides, it makes better and economical use of materials and equipments, less supervision, high morale due to job satisfaction due to success, increased earning and career prospects. High morale makes employees to utilize and develop their full potential. Lastly training increases participative management by way of delegation and decentralization.

Lubowa (2006) noted that the opportunity to improve one's position as a result of job performance gives employees a clear reason for high performance. Improvement in one's status as he/she rises above ranks will be a chief motivator, not only to the one affected but also to the ones below. Experience shows that they will always try to imitate heroes or those who have made it to the top. It has been believed for long now that good workers (managers) are not born but made (Ferrell et al 2011). This belief underscores the indispensable tool – Training. Again, Ferrell et al (2011) portends that finding managers with the skills, knowledge and experience required to run an organization or department can be difficult. This further glorifies the position of training in managing performance.

On the same note, companies hiring fresh graduate but the graduates may not have the exact skills for which the company is searching, but if they fit well with the culture, they can be trained. There are various types of training which includes on-the-job training, off the job among others. Still, training is necessary for new employees to learn how to do their specific job tasks. This can be done either on-the-job training, or classroom training, which uses lecturers, conferences, video-tapes, case studies and web-based training. Meaningful training is that one that is mounted after a thorough training need analysis. Training need is any shortcoming gap or problem that prevents an individual or organization in achieving its objectives. However, the shortcoming can be overcome or at least reduced through training and/or development. (Carden ,2002)

Training is one of the three learning activities which are directed towards the acquisition of specific knowledge and skills for the purpose of an occupation or task for example to have efficient and safety in the operation of particular mediums e.t.c. (Cole, 2002).

Training, Cole insists, should be purposeful but not haphazard. A logical sequence should be followed when planning training. The sequence starts from policy development and resources planning, assessing the training needs, and lastly setting evaluation and feedback methods. Such training is likely to reward the co with achievement of improved job performance, and productivity, improved product quality, improved services to customers and increased motivation amongst employees. Besides it leads to increase in personal job satisfaction, increased value of employee in the labor workforce and improved prospects of internal promotion (Motivational employees)

#### **2.2.4.5 Theories of Motivation**

Motivation theories can be either content or process theories (Cole, 2001). Content theories that have been forwarded range from F. W. Taylor who is popular with ‘carrot and stick’ approach, Hawthorne who pioneered the human factor in motivation, Abraham Maslow with famous hierarchical needs theory, Clayton Alderfer with ERG Theory of motivation which is a modification of Maslow’s Needs Hierarchy, D. McGregor’s Theory X and Theory Y in which Theory X complements F. W. Taylor’s carrot and stick theory while Theory Y encourages autonomy and Maslow’s self-activation at work. Lastly F. Herzberg put forward analogical motivation – Hygiene theory also known as two-factor theory, and D. McClelland with his Achievement theory based on idea that the single most distinct human motive is the need to achieve. (Cole, 2001) On the other hand, the process theories of motivation concern themselves with how people become motivated. The leading process theories include the expectancy theory which holds that motivated behavior is triggered by a stimulus, which leads to an outcome, which may (or may not) be satisfactory to the person, Equity theory which states that people make comparisons between themselves and others in terms of what they invest in their work and what outcomes they receive from it.

According to Cole (2001) Locke has a third process theory of motivation: Goal theory which affirms that motivation is driven primarily by the goals or objectives that individuals set for themselves. According to Locke & Lotham (1988) an individual’s motivation is enhanced when feedback on performance is available. Attribution theory suggests that we judge other people’s behavior by attributing meaning to their behavior in light of perceived internal or external forces.

### **2.2.5 Leadership**

Much as it is not easy to generalize about leadership, Adair (2003) sees leadership as a combination of example, persuasion and compulsion that results in making people do things they might not otherwise have done. Leadership is an essential component in all strata of the company. It's about influencing the behavior or action of other people. Levine (2002) leaders need to focus on moving people and organization forward by increasing the competency of staff and cooperation of teams. A leader that creates effectiveness is one that creates a positive environment, values and captures contribution of each worker and helps the workers to work through conflicts.

From Hayward's thesis (2005), it is generally accepted that the performance of any group of people is largely dependent on the quality of its leadership. Effective leadership behavior facilitates the attainment of the subordinate's desires, which then results in effective performance (Maritz, 1995; Ristow, et al., 1999). Shani and James Lau and Slocum (1996:445) define leadership as "influencing others to act toward the attainment of a goal". Rutter (1995:27) adds that leadership involves moving people in a direction that is in their long term interests. Bass (1997) says the majority of different definitions surrounding the construct of leadership states that leadership has been conceived as the focus of group processes, as a matter of personality, as a matter of inducing compliance, as the exercise of influence, as particular behaviors, as a form of persuasion, as a power relation, as an instrument to achieve goals, as an effect of interaction, as a differentiated role, as an initiation of structure, and as many combinations of this definition.

In a study conducted in Makerere University, Mudima (2001), on the Management Style and Organizational Performance, the findings of the study revealed that respondents who perceived the management style as non-participative reported higher levels of turnover intention as compared to those who perceived the management style as participative. In this case many workers performed depending on the type of management style. In cases where there was non participatory, workers performed lowly compared to places where participatory style of management was practiced. This evidence is consistent with the long-standing idea that in teams there are leaders and there are followers; the leaders make decisions and the followers abide by them. Although agreeableness is positively correlated with working with a team, it is negatively correlated with being a leader.

Those followers, who do not always agree and are willing to voice their own opinions, end up moving up the ranks, whereas those who blindly agree are left as followers.

### **2.2.5.1 Types Leadership**

Leadership can be categorized into types using different approaches. There can be transformational, situational or transactional leadership types on one hand and autocratic, democratic or laissez faire as leadership types depending on the approach. Leaders with proper skills in motivation, who stimulate and challenge subordinates, are referred to as *transformational leaders* (Lim & Ployhart, 2004). Transformational leadership consists of four constructs: charisma or idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Lim & Ployhart, 2004). These are leaders whose teams always outperform everybody else. These types of leaders are the ones whom everyone wants to be like or to have on their team. Transformational leaders take time to answer the questions of an individual worker. They make the worker feel needed. When team members feel as though the team needs them, they are more likely to be satisfied with their job.

Recent research (Bass and Avolio, 1994; Kotter, 1988; Meyer and Botha, 2000) in organizational behaviour has identified a leadership theory termed transformational leadership as the most appropriate for modern-day organizations. The current business environment requires this innovative kind of leadership style; a style that empowers employees and raises employee productivity in an effort to improve organizational performance and continued existence (Kotter, 1988). Transformational leaders satisfy these needs to ensure effective and long-term survival. The transformational leadership style is believed to have a constructive impact on the effectiveness of an organization (Bass and Avolio, 2000). The concept of organizational effectiveness is, however, controversial and several contrasting views exist on the measurement of this concept, yet it remains the critical dependent variable in research (Bass and Avolio, 1994). Additionally, research data (Meyer and Botha, 2000) has clearly shown that transformational leaders are more effective than transactional leaders, regardless of how “effectiveness” has been defined.

Transformational leaders act toward other employees like coaches and mentors, and many times are seen more as the person with all the answers than as a higher-ranking employee.

They do not have to be the appointed leader either but can be a normal team member, acting to mitigate the diminishing effect that a non-transformational leader has on the team. They contribute to workers' sense of accomplishment. When an employee goes to a transformational leader with a problem, not only does the leader take the time to help the worker on a one-to-one level but also pushes the worker to achieve the most with the solution. Transformational leaders are modest and when commended on a job well done, they often direct the credit to his or her workers. These not only seek to improve the functioning of the team by using only the brightest individuals but also work with all staff members to improve their skills. The transformational leader knows that teams are often together for only a single project.

Hayward (2005) further contends that as organizations and their environments have transformed quickly over the past years, a new style of leadership, one that is less bureaucratic and more democratic, is required in order to ensure the organization's survival and performance (Johnson, 1995). Mester, et al (2003) note that South African managers and organizations realize that they face a future of rapid and complex change. Elbert, (1998) are of the opinion that many organizations in South Africa are over-managed and under-led. Furthermore, Darling and Koprowski (1994, in Swanepoel et al, 2000) believe that organizations that are over-managed and under-led inhibit organizations from growth and change. It is argued that effective leadership has a positive influence on the performance of organizations (Maritz, 1995; Bass, 1997; Charlton, 2000). Ultimately it is the performance of many individuals that culminates in the performance of the organization, or in the achievement of organizational goals. Effective leadership is instrumental in ensuring organizational performance (Cummings and Schwab, 1973 and Shani and James Lau, et al (2004).

McFillen (1996) confirmed the link between high performance and leadership in the United States by developing a model of charismatic/transformational leadership where the leaders' behavior is said to give rise to inspiration, awe and empowerment in his subordinates, resulting in exceptionally high effort, exceptionally high commitment and willingness to take risks. It has been widely accepted that effective organizations require effective leadership, and organizational performance will suffer in direct proportion to the neglect of this (Maritz, 1995; Ristow, et al, 1999). Leadership has been altered over time, with the change in employee requirements resulting in a demand for change in the

relationship between a leader and his subordinates. It has been suggested that there are two views of leadership – the traditional view of transactional leadership, involving an exchange process between leader and subordinate, and a view of transformational leadership that allows for the development and transformation of people (Bass and Avolio, 1990a; Meyer and Botha, 2000).

Transactional leaders are considered to enhance the subordinates' readiness to perform at expected levels, by offering rewards for acceptable performance, thus resulting in the desired outcomes defined by the leader (Bass and Avolio, 1990a; Meyer and Botha, 2000). Transactional leadership includes the concept of leadership as an exchange of reinforcements by the leader that are contingent on subordinate performance (Bass, 1997). Transactional leadership is known to be moderately effective when practiced well (Bass, 1998). It must be noted that reinforcement-based leader subordinate relationships, as occur with transactional leadership, have been empirically shown to be less effective than transformational leadership (Bass and Avolio, 1997). Transformational leaders, on the other hand, inspire their subordinates to adopt the organizational vision as their own, while attempting to heighten their values, concerns and developmental needs (Cacioppe, 1997).

A number of studies have been conducted regarding the effectiveness of transformational leaders as opposed to transactional leaders. Ristow, et al. (1999) found a positive relationship between transformational leadership and organizational effectiveness. Hayward et al (2003) determined a positive linear relationship between transformational leadership and employee performance in a South African pharmaceutical organization. Evidence has been gathered in South African retail and manufacturing sectors, as well in the armed forces of the United States, Canada and Germany that points towards the marginal impact transactional leaders have on the effectiveness of their subordinates in contrast to the strong, positive effects of transformational leaders (Maritz et al, 2000). Furthermore, in the Canadian financial industry it was found that transformational leadership is more strongly correlated with higher employee satisfaction and individual/organizational performance than transactional leadership (Meyer and Botha, 2000). Bar-On (1996) states that all forms of leadership have an emotional component. Goleman (1995) and Stein and Book (2000) have argued that those leaders with greater emotional intelligence will be the more effective leaders. Stein suggests that emotional

intelligence plays an important role in leadership effectiveness and proposes that the ability to understand and manage moods and emotions in oneself and in others theoretically contributes to the effectiveness of leaders. When emotional intelligence is present, there is increased employee cooperation, increased motivation, increased productivity, and increased profits, skills reported on by various authors and service providers. This enabled Wolmarans (2001) to develop a statistically validated emotional intelligence assessment tool, the 360-Degree Emotional Competency Profiler (ECP), which was developed in the South African context.

On the hand, there is another set of leadership types although there is no much difference save the changed names. Autocratic leadership is generally disliked as there is no scope for initiative and self-development which is likely to kill morale. Democratic of participative leader which is seen as a team manager improvement job satisfaction, motivation and morale hence reduces resistance to change and helps in winning loyalty of employees. Laissez-faire or free-rein leaders are a permissible style may be successful where the subordinates are highly competent and fully dedicated to the organization. Free-rein leadership ignores the manager's contribution just as autocratic ignores the contribution of the group. Bureaucratic leaders are rule-centered which discourages initiative and often results in red-tape and inefficiency

Good leadership style encourages participative culture. In participative culture, according to Mondy (1996) the employees take more interest in the job and the organization. They tend to accept and sometimes initiate change not only because they understand the necessity for it, but also because they are highly secured as a result of knowing more about the change. The limitation experienced by this technique is that, if immediate decisions are required, time may not be available for group participation. The manager may be forced to decide and issue directives accordingly. As a result, it calls for self-discipline instead of learning from others. Also it requires the subordinates to learn how to handle freedom and the supervisor to trust the subordinate.

### **2.3 Critical Review of major Issues**

In this study the researcher was concerned with establishing the influences that workers in local authorities face in their performance. Several authors have explored these factors. But as it can be seen from above, they handled them in solitary. It s not possible

that only one factor can be sufficient to influence job performance workers even in a very small firm. There must be a concoction of factors. Safawo (1997) found out that rewarding systems capable in recognizing and rewarding good performance were not in place in the study. Therefore, he recommended that people in organizations should be motivated in an attempt to achieve the targeted results, which involves creativity using the standard reward punishment mechanisms, salary increment, bonuses, stock options and fringe benefits among others. However it should be noted that effective work performance does not just depend on motivation only. However Safawo (1997) introduces a very powerful concept of rewarding system capable of recognizing and rewarding good performance. But still much as his type of rewarding system is capable 1). Recognizing (2) Rewarding and (3) Good performance, rewarding is one element of motivation, of which motivation itself is not enough to influence performance. These factors at play in performance include but not limited to individual knowledge and skills, the nature of the task, the management and leadership style and the organization climate, training and teamwork.

#### **2.4 Summary and Gaps**

Lubowa handled motivation only, while this study investigated a number of factors that influence performance local councils; secondly, he looked at Christian Institutions, whereas, this study looked at government oriented institution, and the study of Lubowa is conducted in Uganda whereas this one was conducted in Kenya. According to the report submitted by UN-HABITAT, 2005 (human settlements program) Gideon(2009) in a study carried out in Municipal Council of Mavoko focused on decentralization and strengthening of Mavoko financial and revenue mobilization as vital for improved performance. The study did not carry out evaluation on the factors that influence workers performance thus confined to financial performance whereas this study analyzed workers performance in broader terms with financial status being one of the measures determining workers performance. Thus from such a background the research sought to find out influences influencing the performance of workers in Municipal Council of Kisii at Kisii Municipality, Kenya.

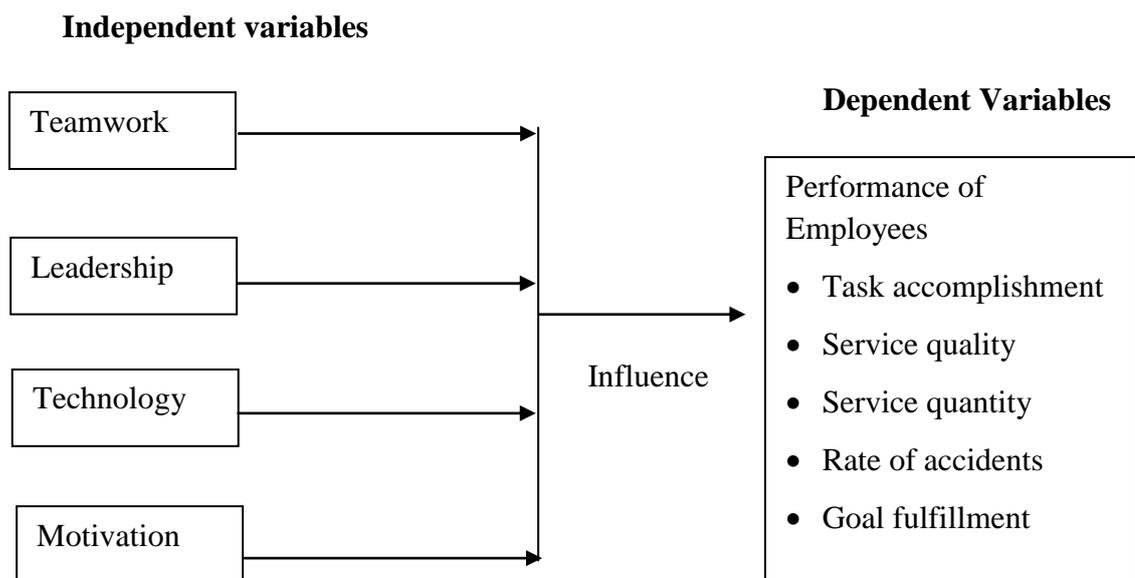
In the same vein, a study conducted in Makerere University by Mudima (2001), on the Management Style and Organizational Performance, the study looked at management style viz a viz organizational performance. As much as the researcher evaluated

performance, there is lack of factors that contribute to high performance. Secondly the researcher handled only management style which gives room for one to look at the factors influencing performance. It also should be noted that the study was done in Total Uganda, not in Kenya (Kisii Municipality). .Safawo( ) looked at only strategic management practices; however, this one looked in, general, the factors that relate to local council performance in service delivery. In addition the study was done in Philippines, whereas, the current is in Kenya; secondly the study did not handle the other factors that influence performance of local councils service delivery. Also the study did not handle the organizational culture and how it relates to influencing performance.

## 2.5 Conceptual Framework

This study examined the system model to analyze the factors that influence the workers' performance in Municipal Council of Kisii. System theory holds that "the whole is greater than the sum of the parts, and that all parts or subsystems are related to one another and to the whole." However, it arises as a result of a strong search for higher value at work by many of today's employees who feel that they want more than just a paycheck and a job security from their jobs. Therefore the variables under the study can be represented diagrammatically in order to give coherence to this study, thus:

**Figure 2.4: Conceptual Framework**



**Source: Author 2012**

### Operationalisation of the variables

The above variables as indicated by the conceptual framework reveal the relationship between the influences influencing workers performance at the Municipal Council of Kisii. A well motivated team of workers devotes itself to their duty. It becomes loyal and any loyal person would defend his/her company, would accept transfer and can go an extra mile for the sake of the company's achievement of goals thus they will perform better..(ref bus ethics).Positive relationship exist between leadership and organizational effectiveness. Evidence has been gathered that good leaders have great effect on their subordinates. Technology can allow organizations to customize their services quickly, enable organizations to respond quickly to environmental changes. In this way performance is increased and /or improved. If workers are a part of properly functioning

teams, then they feel that they are needed. Furthermore, along with the sense of belonging is a sense of accomplishment which is good performance. Teams are pool of members' knowledge and skills and make greater use of them than can individuals working in solitary thus enhance productivity.

## CHAPTER THREE

### RESEARCH DESIGN AND METHODOLOGY

#### 3.0 Introduction

This chapter contains research design, target population, sample design data collection and data analysis technique.

#### 3.1 Research design:

The study was based on descriptive and exploratory research design. Descriptive type of research was designed to investigate the information on the present existing conditions. The principle aim in employing this method (descriptive) was to describe the nature of a situation, as it existed at the time of the study and to explore the cause of a inherent phenomena (Sevilla et al, 1997). The researcher used exploratory research when carrying out observation and interviews in the local council sampled for the study.

#### 3.3 Population

The study was conducted at Municipal Council of Kisii, Kenya. The population comprised four hundred and twenty four workers as shown I the table below. The senior managers included the Town Clerk, Deputy Clerk, Treasurer, Planning officer, Establishment officer, Accountant, assistant Accountant and Revenue Officer.

**Table 2: Stratified Population**

Category	Population
Senior Management Officers	9
Mayor	1
Councilors	17
Permanent Workers	343
Casual workers	45
<b>Total</b>	<b>424</b>

**Source: Author (2012)**

### 3.4 Sample and Sampling Strategy

The researcher used a stratified random sampling as follows:

**Table 3 Sampling Strategy and Sample size**

Category	Population	% Sample	Sample Size
Senior Management Officers	9	100%	9
Mayor	1	100%	1
Councilors	17	100%	17
Permanent Workers	352	20%	70
Casual workers	45	30 %	13
<b>Total</b>	424		103

**Source: Author 2012**

### 3.5 Instrumentation

The researcher used the primary data by using a questionnaire, observation and interview. Secondary data was also used through the information from the archives and review or related literature.

#### 3.5.1 Validity

According to Mugenda and Mugenda (1999) validity refers to the degree to which a study accurately reflects or assesses the specific concept that the researcher is attempting to measure. It is the degree to which results obtained from the analysis of data actually represent the phenomenon under study. The researcher administered to research experts for analysis. Language experts were consulted to ensure proper use of language in the questionnaire for clarity.

#### 3.5.2 Reliability

Reliability refers to the degree of consistency and precision or accuracy that a measuring instrument demonstrates. It also means the extent to which an experiment, test, or any measuring procedure yields the same result on repeated trials (Mugenda, 1999). The coefficient of reliability was determined by the use of cranbach alpha using SPSS package. The questionnaire was regarded reliable if the coefficient of reliability was over 0.70. Using the pre-test that was conducted, it generated to alpha of 0.8283.

### **3.7 Data analysis**

The statistical package (SPSS) and descriptive statistics was used for analysis of data.

### **3.8 Data presentation**

The data was presented in charts and tables

## CHAPTER FOUR

### DATA ANALYSIS PRESENTATION AND INTERPRETATION

#### 4.1 Introduction

This chapter presents data analysis presentation and interpretation of research findings. The analysis involves examining, categorizing and tabulating the evidence to address the research objectives. Descriptive statistics have been used to present the findings of the study giving due regard to the study objective. The responses from respondents are presented in tables and pie charts. Out of 103 questionnaires distributed 89 were returned representing an 86% response. Among those who responded were 6 female managers which are 20% and 26% female staff which is 80%. Male responses were 18 in management which is 25% and 55 of the staff which is 75%. It can be said that this level of response is reliable because it is above 50%.

**Table 4.1.1 Gender of the respondent**

	<b>Management</b>	<b>Staff</b>	<b>Total</b>
	32	73	103
	100%	100%	100%
Male	26	49	73
	81.2%	67%	70.8%
Female	6	24	30
	18%	32%	29.1%

Table 4.1 shows the result of gender in organizations at Municipal Council of Kisii. On the entire population studied 103 respondents, 70% was male and 28% female. In levels of position of the employees, 24.3% ( $26/103 \times 100$ ) of male and 5.6% ( $6/103 \times 100$ ) of female are in management position. 45.8% ( $49/103 \times 100$ ) of male and 22.4% ( $24/103 \times 100$ ) of female are staff. 1.9% ( $1/103 \times 100$ ) did not respond. The population of male in management position (24.3%) in Municipal Council of Kisii exceeded the population of female in subordinate level (22.4%). Among the management (33 respondents) 79% was male, and 18% female while among the staff (70 respondents) 66.2% was male, and 22.4% female.

The results in Table 4.1.1 tallies with research conducted in Vietnam that women tend to be partially considered in management positions compared to men. Le Ngoc Hung, (1999). The study also agrees with the works of Daniel and Radebaugh (2001) that culturally mandated male and female behaviors may carry over to other aspects of the work environment. Barriers to employment based on gender are easily substantially in many parts of the world. From the in-depth discussion with the Administrative Officer, it was realized that the reason as to why we tend to hire more men than women is because of the nature of work available. Most of the work in Council is manual and it needs a lot of strength, for example lifting of heavy materials that cannot be done by women.

**Table 4.1.2: Gender chi square result**

<b>Performance</b>	<b>Value</b>	<b>Df</b>	<b>sig</b>
Task accomplishment	6.519	10	0.770
Rate of accident	5.348	10	0.867
Quality of goods/services	32.367	10	0.000
Goal fulfillment	11.241	6	0.081
Quantity produced	20.383	10	0.026

The Table 4.1.2 above shows the results of Chi-Square comparing the relationship between gender and council performance. From the results above, the researcher concluded that there is no significant relationship between gender and task accomplishment, gender and rate of accidents, gender and goal fulfillment because they had significance of more than 0.05. Gender signified significance relationship on quality of goods/services, quantity produced, and the volume of sales and thus led to researcher to conclude that there is no significant relationship between gender and quality of goods/services, quantity produced, and the volume of sales.

Basing on the chi square rule, more than 20% of the cells had expected count less than 0.05. The researcher concluded that there is a significance relationship between gender and staff performance in Municipal Council of Kisii.

**Table 4.1.3: Age**

Age	Management	Staff	Total
	33	70	103
Proportion	100%	100%	100%
18-25	4	21	25
Proportion	12%	28%	23%
26-33	12	27	39
Proportion	36%	36%	36%
34-41	7	20	27
Proportion	21%	27%	25%
Above 42	10	5	15
Proportion	30%	7%	14%
No response	0	1	1
Proportion	0%	1%	1%

In Table 4.1.3 above, age of respondents at Municipal Council of Kisii between 18 and 25 is 23 per cent, 26-33 (36 %), 34-41 (25 %), and above 41 years is 14 percent. Among the management, between 18-25 years there are 12 per cent, 26-33 (36%), 34-41 (21%), and 42 years and above are (30%). Among the staff, between 18-25 years there are 28%, 26-33 (36%), 34-41 (27%), and 42 years and above 7%. The results in Table 4.1.4 show that Municipal Council of Kisii maintains majority of staff between 26-33 years both at management and staff level. This may be attributed to the age at which majority of the people finish tertiary education for example most people tend to finish their first degree between the ages of 24-25 years.

From the results, the research noted that there are many staff at management level at the age of 42 and above (30%) compared to the staff which is represented by 7%. This means that majority of the staff are laid off most probably when they attain the age of forty-one (41). This signifies that the management tends to have more job security compared to the staff. The study is in agreement with the study conducted in Vietnam that most employers look at the young generation. According to Le Ngoc Hung (1999), the mean respondent age was 3.37 years, from 622 employees studied out of 1100 (62.6%) were between the age of 16 and 35 years.

**Table 4.1.4: Age chi square results**

<b>Performance</b>	<b>Value</b>	<b>Df</b>	<b>sig</b>
Task accomplishment	15.228	20	0.763
Rate of accident	22.411	20	0.256
Quality of goods/services	21.672	20	0.359
Goal fulfillment	22.086	12	0.037
Quantity produced	22.644	20	0.307

In the above Table 4.1.4, it shows that age has significance relationship on goal fulfillment since the significance is less than 0.05. However, all the cells had more than 20 per cent expected count of less than 5 and thus led the researcher to conclude that there is significant relationship between age and staff performance in Municipal Council of Kisii.

**Table 4.1.5: Marital status**

	<b>Management</b>	<b>Staff</b>	<b>Total</b>
	33	70	103
Proportion	100%	100%	100%
Single	7	30	37
Proportion	21%	41%	35%
Married	24	39	63
Proportion	73%	53%	59%
Separated	0	1	1
Proportion	0%	1%	1%
Widow	1	1	2
Proportion	3%	1%	2%
Divorced	0	2	2
Proportion	0%	3%	2%
No response	1	1	2
	3%	1%	2%

Table 4.1.5 above shows the results of marital status of staff at Municipal Council of Kisii. 35 per cent of the entire study comprises of single, 59 per cent married, 1 per cent separated, 2 per cent widowed, and 2 per cent divorced. When compared in different categories of the staff, majority of the management staff are married (73 per cent), 21

per cent are single and 3 per cent are widows. On the other hand, majority of the staff are also married (53 per cent) 41 per cent are single, 1 per cent separated, 1 per cent widow, and 3 per cent divorced. Through the study, it shows the great concern of marital status (Married: Single) on management (73:21%) compared to staff (53:41%) respectively. *From the in depth interview with the human resource managers, they considered married employees to be more committed than unmarried because of the responsibilities they hold. As a result, they stay longer in the organization.* (However note that this not proof of performance which is a domain of the next chi-square analysis).

**Table 4.1.6: Result of chi square of marital status**

<b>Performance</b>	<b>Value</b>	<b>Df</b>	<b>sig</b>
Task accomplishment	19.869	25	0.754
Rate of accident	20.950	25	0.695
Quality of goods/services	67.124	25	0.000
Goal fulfillment	25.777	15	0.040
Quantity produced	16.726	25	0.892

The above Table 4.1.6 shows that there is significance relationship between marital status and the quality of goods/services and goal fulfillment. The rest of the performance measures had significance of more than 0.05 and therefore the research concluded that there is no significance relationship between marital status and staff performance. However, when the results were compared to the chi square rule, the entire expected cell had more than 20 per cent count of less 5. Therefore, the researcher concluded that there is significance relationship between marital status and staff performance only in terms of quality of goods and services in Municipal Council of Kisii.

**Table 4.1.7: Academic qualification**

	<b>Management</b>	<b>Staff</b>	<b>Total</b>
	33	70	103
Proportion	100%	100%	100%
Post graduate	1	1	2
Proportion	3%	1%	2%
Graduate	8	12	20
Proportion	24%	16%	19%
Diploma	8	8	16
Proportion	24%	11%	15%
Certificate	5	13	18
Proportion	15%	18%	17%
Form IV	8	29	37
Proportion	24%	39%	35%
Standard 8	2	4	6
Proportion	6%	5%	6%
Secondary dropout	1	4	5
Proportion	3%	5%	5%
Primary dropout	0	2	2
Proportion	0%	3%	2%
No response	0	1	1
Proportion	0%	1%	1%

Table 4.1.7 shows the academic qualification of staff<sup>7</sup> at Municipal Council of Kisii. In general, 2% are post graduate, 19% graduate, 15% diploma, 17% certificate, 35% form fours, 6% standard eight, 5% secondary drop out, and 2% primary drop out. From the analysis, majority of the management staff<sup>7</sup> have degrees and diploma qualifications with 24% scores respectively. When compared to staff, majority of the staff<sup>7</sup> (39%) are form fours. The difference in their professional level (staff) is not so big from each other (certificate, graduate, and diploma). The staff with certificates is 18 per cent, diploma (11 per cent), and graduate (16 per cent). In a close interview with a subordinate, he said that: “... *lack of continuing with post graduate studies is as a result of lack of salary increment since employers recognize graduate studies and post graduate at the same*

*level...Sometimes employers fear employing postgraduate candidates simply because they fear the salary demanded by them.”*

The above results implies that the staff have got deficiency in upgrading programs which in the long run will affect the productivity of the council as the technology increases.

The problems encountered not only exist in Municipal Council of Kisii but also in other municipalities. In comparison, a study was conducted in Swaziland and targeted local governments in Mbabane and Manzani , the two largest cities in the country. The findings indicated that Personnel systems and practices were perhaps in even worse condition than financial systems in both the leading cities. The system lacked overall policy guidelines regarding the use of human resources, a medium-or long-term plan to meet human resource needs, a policy on in-service training or development, descriptions of positions or criteria for evaluating performance, industrial (labor) relations policies, and a performance appraisal and salary increase system. Also personnel records were absent or incomplete, discrepancies existed between many employees' grades and pay, and over-staffing was severe. There were no management information systems or internal managerial assessment and analysis (audit) functions. At least in Mbabane, the town clerk was aware of these problems but he felt prevented from resolving them since ha had insufficient personnel resources and a non-supportive council (**[www.africa.ufl.edu](http://www.africa.ufl.edu)**).

From the research carried out in U.S.A by Daniell (1990s) says that employees expect ownership for defining careers and developing new skills while employers can provide leadership opportunities. It will be up to employees to seek out the training and development that nurture these abilities.

**Table 4.1.8: Academic Qualification chi square results**

<b>Performance</b>	<b>Value</b>	<b>Df</b>	<b>Asymp. sig (two sided)</b>
Task accomplishment	68.160	40	0.004
Rate of accident	56.229	40	0.046
Quality of goods/services	45.680	40	0.248
Goal fulfillment	13.356	24	0.960
Quantity produced	25.559	40	0.963

Table 4.1.8 shows academic qualification had significance relationship with task accomplishment and rate of accident. When the results were compared with the chi square rule, the researcher concluded that there is significance relationship between academic qualification and staff performance in Municipal Council of Kisii. The results shows expected cells had more than 20% of counts less than 5.

**Table 4.1.9: Years of service with this organization**

	<b>Management</b>	<b>Staff</b>	<b>Total</b>
	33	70	103
Proportion	100 %	100%	100%
Below 1 year	5	15	20
Proportion	15%	20%	19%
1-5 years	13	30	43
Proportion	39%	41%	40%
6-10 years	10	15	25
Proportion	30%	20%	23%
Above 10 years	5	12	17
Proportion	15%	16%	16%
No response	0	2	2
Proportion	0%	3%	2%

Table 4.1.9 shows tabulation of years of service of staff at Municipal Council of Kisii. In general, 19 percent of staff have served below one year, 40 per cent between one to five

years, 23 percent between six to ten years, 16 per cent have served more than ten years in the organization, and 2 per cent did not respond towards the question. From the results, majority of management (39%) have served between one to five years, 30 percent of management served between six to ten years, and 15 percent in both below one year and above ten years. On the staff side, 41 percent had the highest value of which they had served between one to five years, both for those served below one year and between six to ten years had 20 per cent respectively, and 16 percent represented those staff who had worked above ten years. This shows that at Municipal Council of Kisii most staff (management and staff) serve between one to five years. As a result, the rate of turnover increases and results to weak performance through the fact that it does not retain talented staff, which in turn affects the performance of staff as Cascio (2003) noted.

This aspect may be attributed to the gap staff meet in organization that leads them not to desire to stay for long in the organization. For example, from the tabulated results of staff views of turning down another job offering better salary than what they are offered in the present organization it was shown that only 15 percent of the staff at Municipal Council of Kisii agreed with the statement, 71 percent disagreed, and 13 per cent were neutral. TrayMcBer, (2000), Spencer and Murrion (2001) argue that a non-participative management style that follows a pace-setting leadership style often destroys office climate by creating enormous amount of pressure for excellence. As a result, it increases the chances of employees' morale dropping, turnover intention, and eventual turnover. As a result, it indicates a weak organizational culture that affects the performance of staff.

According to Sheridan (1992) in the study conducted to investigate the retention rates of 904 college graduates hired by six public accounting firms over a six year period, discovered that organizational culture values varied considerably across the six firms, from high task orientation to high interpersonal orientation (high concern for a team orientation and respect for individuals). From the findings of Mudima (2001), he discovered that the respondents who perceived the management style as non-participative reported higher levels of turnover intention as compared to those who perceived the management style a participative. From the study, the findings show that the majority of the employees 83 percent were willing to work closely with others. But the reality from the respondents feedback on 'people ask each other how they are doing to reach their

goals' 18 percent strongly agreed, 33 percent agreed, 21 percent were neutral, 23 percent disagreed, and 4 percent strongly disagreed.

Though the results show that the staff in Municipal Council of Kisii are willing to work closely, they differ with the findings of Mudima (2001). The percentage of employees indicating they would not turn down another job for more pay was high simply because of the reward factor. The results show that 33% of the respondents strongly disagreed they were not rewarded their effort as a results of team work, 26% disagreed, 11% were neutral, 21% agreed, and 8% strongly agreed. Norman (1991) and Rowland (1992) states that team incentives are most appropriate when jobs are highly interrelated. Highly interrelated jobs are wave of the future and, in many cases, the wave of the present. They continue to say in the future organizations will need to be more creative in using team performance appraisal and team incentives.

Cascio (1996) comments that turnover becomes an expense on the organization. The total cost of turnover sum up of three components namely; separation (exit interview, administrative functions related to termination), replacement (communicating available job, accepting applications, applicants traveling and moving expenses, and medical expenses), and training cost (incurred on employee assignment-on-the job training such as information literature, instruction in a formal training program, and instruction costs). The tendency of staff shifting from one organization to the other indicates that the present organization had poor metamorphosis process. Ghosh (2000) noted, "Successful metamorphosis should have a positive impact on the new employee's productivity and his commitment to the organization and reduce his tendency to quit the organization.

**Table 4.1.10: Years of service chi square results**

<b>Performance</b>	<b>Value</b>	<b>Df</b>	<b>Sig</b>
Task accomplishment	21.430	20	0.372
Rate of accident	13.376	20	0.861
Quality of goods/services	32.876	20	0.035
Goal fulfillment	7.791	12	0.801
Quantity produced	18.943	20	0.526

From the above Table 4.1.10, it shows years of service had significance relationship on the quality of goods/services since it had significance of 0.035 and chi square result of 32.876. Basing on the Chi-Square rule, the researcher rejected the null hypothesis and accepted the alternative hypothesis. There is significance relationship between years of service and staff performance in Municipal Council of Kisii.

On comparison of the relationship between years of service and other performance measures such as volume of sales, quantity produced, goal fulfillment, rate of accidents, and task fulfillment showed no relationship and thus led the researcher to accept the null hypothesis which asserts that there is no significance relationship between the staff years of service and their performance. From the expected count which all the cells when compared performance measures and years of service had more than 20% count less than 5, and thus the researcher rejected the null hypothesis and accepted the alternative hypothesis which says that there is significance relationship between staff years of service and staff performance in Municipal Council of Kisii.

#### **4.2. Research Findings as per Study Objectives**

This research was conducted to establish the factors influencing staff performance in Kisii Municipal Council. The researcher used analysis of variance (ANOVA) in order to analyze the data tabulated. The researcher used the F distribution golden rule where the findings with the significance level of greater than 0.05 means that the variables do not influence performance. The researcher measured on how team work, leadership, technology and motivation influenced performance in terms of task accomplishment, goal

fulfillment, rate of accident, quality and quantity of services. Therefore, the researcher selected the variables with significance level of lower than or equal to 0.05.

#### 4. 2. 1 Influence of Team work on Performance

The following table 4.2.1 presents ANOVA results on how team work influence performance

**Table 4.2.1: Influence of team work on performance**

<b>PERFORMANCE</b>	<b>TEAM WORK VARIABLES</b>	<b>F</b>	<b>Sig</b>
<b>Task accomplishment</b>	This organization rewards its members whose effort/performance is as a result of team work	4.69.8	0.001
<b>Rate of accident</b>	This organization rewards its members whose effort/performance is as a result of team work	4.32.6	0.001
<b>Quality</b>	N/A		
<b>Goal fulfillment</b>	N/A		
<b>Quantity</b>	N/A		

From the above table 4.2.1, the researcher noted that team work influenced task accomplishment and rate of accidents with significant level of 0.001 respectively. These values obeyed the F distribution golden rule of significance lower than 0.05. The researcher discovered team work did not influence the level of quality, goal fulfillment and quantity of services at Kisii Municipal Council.

#### 4. 2. 2. Influence of Leadership on Performance

The following data presents ANOVA results on how leadership influences the performance indicators namely; task accomplishment, rate of accidents, goal fulfillment, quality and quantity of services

**Table 4.2.2 Influence of Leadership on performance**

<b>PERFORMANCE</b>	<b>LEADERSHIP VARIABLES</b>	<b>F</b>	<b>Sig</b>
<b>Task accomplishment</b>	The staff are involved in decisions related to their work	3.162	0.011
	This organization has much confidence and trust in its staff	4.243	0.002
<b>Rate of accident</b>	This organization is flexible enough to adopt to changes in customer preference	2.925	0.017
	The staff are involved in decisions related to their work	5.645	0.000
	This organization uses the ideas of staff most of the time	3.253	0.009
	This organization has much confidence and trust in its staff	2.764	0.022
<b>Quality</b>	People in this organization speak openly about each other's short comings	2.998	0.015
<b>Goal fulfillment</b>	This organization follows protocol when handling issues	3.158	0.028
<b>Quantity</b>	In this organization information is always delivered from the top to bottom	2.395	0.043
	Experienced members take time to help new employees	2.343	0.047
	The subordinates are involved in decisions related to their work	2.554	0.032

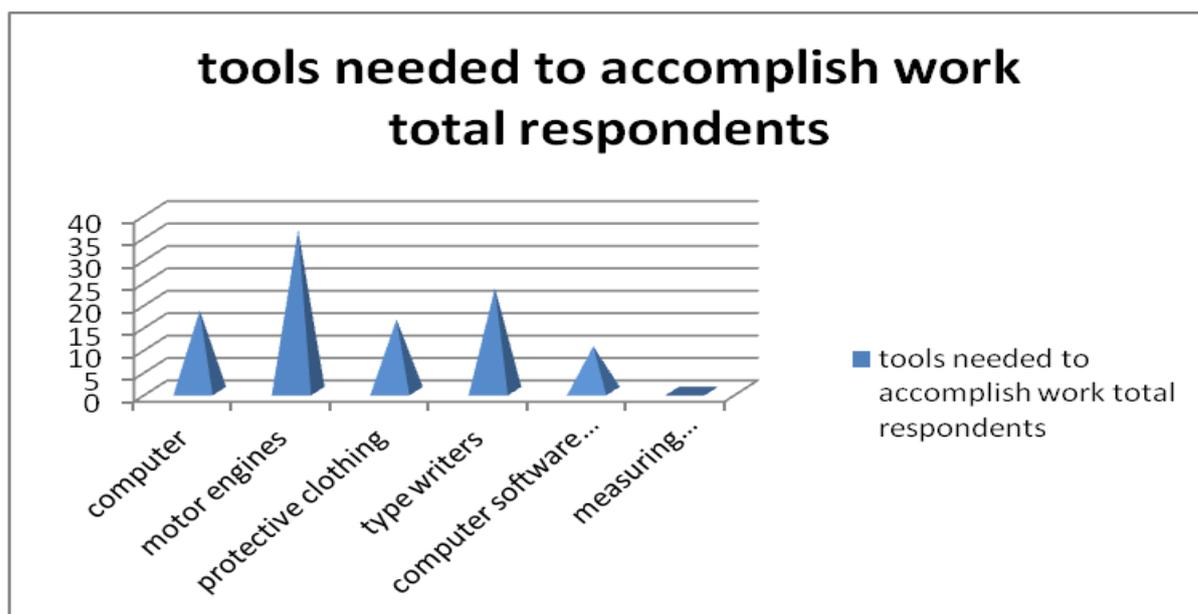
From the above table 4.3.1, the findings of the study showed that leadership influenced performance. This is indicated by the ANOVA results in all the indicators which obeyed the F distribution golden rule of significance level below 0.05. As indicated in the table 4.3.1, the researcher noted leadership influenced rate of accidents more than other variable indicators of performance especially involvement of staff in decision making which had significance of 0.000.

### 4. 2. 3. Influencing of Technology on performance

Table 4.4.1 and figure 4.4.1 below indicated 36(35%) indicated motor engines were provided, 23 (22%) type writers, 18(18%) computers, 16(16%) protective clothing, and 10(9%) computer software program. However, the researcher noted provision of computers was higher than computer software thus projecting there was a slow move towards technology since computers use software whereby the researcher predicted most of the computers were not in use and not updated.

**Table 4.2.3. Showing tools needed to accomplish work**

Tools	Total respondents
Computer	18
Motor engines	36
Protective clothing	16
Type writers	23
Computer software program	10
Measuring equipment	0



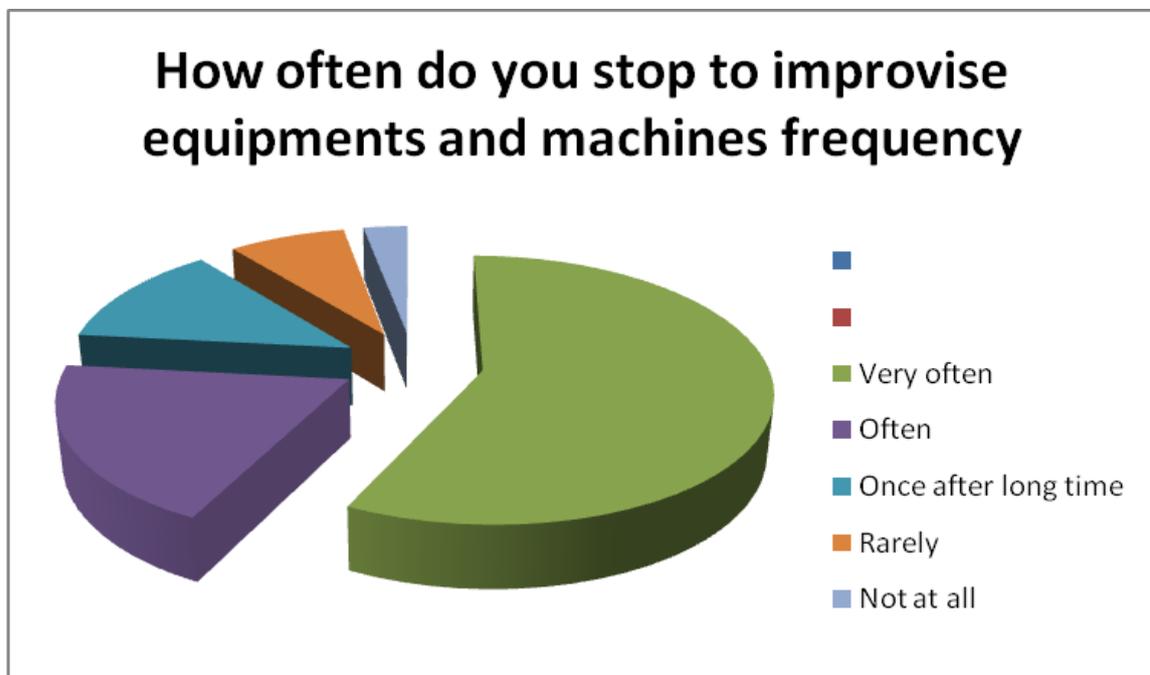
**Figure 4.1: Tools needed to accomplish work (Source: Author 2013)**

Table 4.4.2 below shows that the council has not provided right tools for the work assigned. This is the reason why most of the workers (57%) are more often than not stopping to improvise the machines they have in order to perform their duties.

**Table 4.2.4 Results of How often do you stop to improvise**

<b>How often do you stop to improvise equipments and machines</b>	<b>Frequency</b>	<b>Percentage</b>
Very often	59	57%
Often	20	19%
Once after long time	13	13%
Rarely	8	8%
Not at all	3	3%

The pie-chart below represents the information in the table 4.4.2 above.



**Figure 4.2: Frequency of improvise equipments and machines**

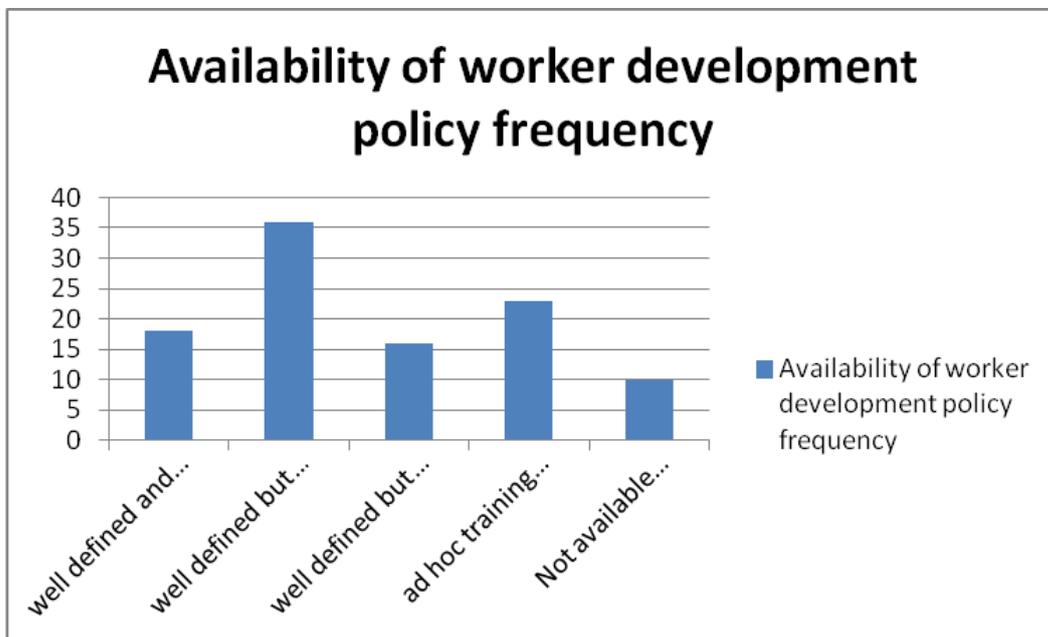
(Source: Author 2013)

The researcher further attributed the above findings due to the organization not taking into consideration of continuous development of its staff. The findings shows that the availability of worker development policy shows majority 36 (35%) responded is well defined but not followed fully followed, 23(22%) indicated ad hoc training schedules

meaning that it is scheduled but takes place in an impromptu way which might not be favorable to the employees.

**Table 4.2.5 Availability of Worker Development Policy**

Availability of Worker Development Policy	
	Frequency
Well defined and followed fully	18
Well defined but not followed fully	36
Well defined but rarely followed	16
Ad hoc training schedules	23
Not available completely	10



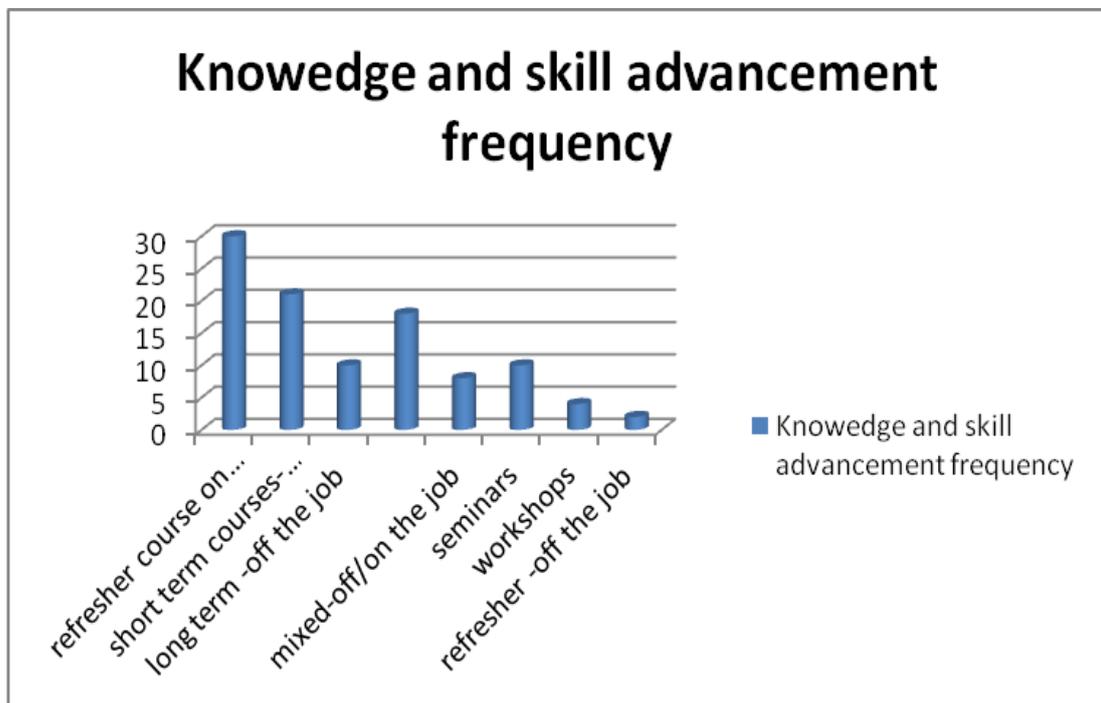
**Figure 4.3 Availability of worker development policy frequency**

(Source: Author 2013)

As a result of the above, it led to aspect of knowledge and skill advancement being poor as shown in the figure below where majority 30(29%) go for refresher course on the job which might not be comfortable to the staff since the up most objective is to obtain organizational goals thus concentrating less towards the training.

**Table 4.2.6 Knowledge and skill advancement**

Knowledge and skill advancement	
	Frequency
Refresher course on the job	30
Short term courses-off the job	21
Long term -off the job	10
Short term -on the job	18
Mixed-off/on the job	8
Seminars	10
Workshops	4
Refresher -off the job	2



**Figure 4.4 Knowledge and skills Advancement Frequency (Source: Author 2013)**

#### **4.2.4. Influence of motivation on performance**

The following is the findings of the variables that influenced task accomplishment as tabulated in the table 4.2.1 below

**Table 4.2.7: Effect of motivation on task accomplishment**

<b>PERFORMANCE</b>	<b>MOTIVATION VARIABLES</b>	<b>F</b>	<b>Sig</b>
<b>Task accomplishment</b>	This organization takes care of the people who work for it	5.970	0.000
	The organization takes active interest in progress of its members	4.609	0.001
	This organization recognizes that its life depends upon its members	2.787	0.021

Using the analysis of variance, the researcher found out that the three indicators of motivation above in table 4.5.1 had a significance of below 0.05 and thus indicated to influence task accomplishment. As a result the researcher noted when the organization is more concerned about its employees; they tend to accomplish the assigned task.

**Table 4.2.8 Influence of motivation on Rate of accident**

<b>PERFORMANCE</b>	<b>MOTIVATION VARIABLES</b>	<b>F</b>	<b>Sig</b>
<b>Rate of accident</b>	This organization takes care of the people who work for it	4.702	0.001
	This organization takes an active interest in progress of its members	3.097	0.012
	This organization recognizes that its life depends upon its members	3.544	0.005

**Table 4.2.9 Influence of motivation on quality and goal fulfillment**

<b>PERFORMANCE</b>	<b>MOTIVATION VARIABLES</b>	<b>F</b>	<b>Sig</b>
<b>Quality</b>	This organization willingly accept the ideas of its members for change	3.047	0.013
<b>Goal fulfillment</b>	This organization recognizes that its life depends upon its members	2.769	0.045

The motivation indicators did not have any significance towards performance in terms of quantity. The researcher also noted through the measures of central tendency, 83 (80.5%) were remunerated through monthly salary as shown in table 4.5.4 above. As a result of this, the researcher attributed the non correlation of motivation and quantity of services by the mode of payment that the council used. Since the payment was on monthly salary, it did not matter whether work as been done or not.

**Table 4.2.10 Type of motivation in terms of payments**

Monthly salary	83
Commission on target	0
Salary plus commission	0
Salary, commission, bonus	0
All of the above	0
Other	20

### **4.3. Performance**

This section discusses the dependent variables of performance as indicated by task accomplishment, goal fulfillment, rate of accidents quantity and quality of services.

#### **4. 3.1. Timely accomplishment of task successfully**

The researcher analyzed task accomplishment of staff<sup>7</sup> in Municipal Council of Kisii as one of the performance indicators that outlines the quality of the public services provided to the public. The responses presented in Table 4.6.1 indicate that they have significant difference on task accomplishment thus signifying the staff<sup>7</sup> at Municipal Council of Kisii partially provide quality public services to the customers staff<sup>7</sup> commitment; are the ones that reflected significance level of providing quality public services to the customers. This made the researcher conclude that motivation, leadership and worker commitment influence staff at Municipal Council of Kisii in providing service delivery.

In Municipal Council of Kisii, the following findings in regard to staff<sup>7</sup> performances were tabulated as a result of the performance delivery as presented in the Tables below:

**Table 4.3.1 Timely accomplishment of task successfully**

	Management	Staff	Total
Always	8	16	24
Proportion	24%	22%	23.3%
Most of the times	9	28	37
Proportion	27%	38%	35.9%
Sometimes	9	13	22
Proportion	27%	18%	21.3%
Not often	5	9	14
Proportion	15%	12%	13.6%
Never	0	2	2
Proportion	0%	3%	2%
No response	2	6	8
Proportion	6%	8%	7%

Table 4.6.1 above shows that 22 percent of the staff<sup>7</sup> at Municipal Council of Kisii always accomplish their task successfully and in time, 35 percent most of the time accomplish their task, 21 percent sometimes, 13 percent not often, 2 percent they never accomplish their task, and 7 percent of the staff<sup>7</sup> did not respond. Mamoria (2004) suggests that task description that functions lays out the requirements of task in terms of actual duties to be performed. He continues to assert that the structuring of work relationship should be planned that both objectives of the organization and the individuals are realized simultaneously.

### 4.3.2 Goal fulfillment

The staff<sup>7</sup>/organizational value fulfillment may affect task accomplishment in an organization. According to the findings in the Table 4.6.2 below, it shows that Municipal Council of Kisii tend to favor the management than the staff. 18 (54%) of the management agreed with the statement while 8(24%) disagreed, and 7(21%) were neutral. When compared to the staff, 23 (32%) disagreed, 21(28%) agreed, and 30(41%) were neutral. This indicates that the objectives of the organization and the individuals are not fully realized in organizations at Municipal Council of Kisii. As a result, the performance of staff<sup>7</sup> is affected only that they tend to accomplish their task with pressure put on them through a closed culture that exists. The researcher attributed the accomplishment of task

by 80% of the members to issuing of tools needed to accomplish work as indicated in the figure 1 below.

**Table 4.3.2. The staff produces beyond what they are required to do**

Responses	Frequency	Percent	Valid Percent	Cumulative Percent
Always	2	6.1	6.1	6.1
Most times	7	21.2	21.2	27.3
Sometimes	12	36.4	36.4	63.6
Not often	6	18.2	18.2	81.8
Never	3	9.1	9.1	90.9
<b>Total</b>	<b>33</b>	<b>100.0</b>	<b>100.0</b>	

The productivity above is due to the employees working beyond the required time. 23% of the respondents indicated most of the times work beyond required time, 11% always, and 45% sometimes, 9% not often, and 4% never. Though the findings revealed that the quality of staff was high, there was some level of significance. Thus, enabling the researcher not to conclude that performances offered to the customers is high as presented in table 4.6.3 below. The Analysis of Variance tabulates the variables that influence the staff performance towards performances they provide within the municipality.

The researcher compared the responses between the management and the staff and discovered that their responses were almost similar. Majority of the management (33%) rated accidents to be low, 30% very low, 12% average, 12% high, and 6% very high. On the other hand, majority of the staff (34%) rated very low, 30% low, 16% average, 10% very high. 0% of the staff rated accidents to be high. From the above results, it shows that there is minimum number of accidents in organizations at Municipal Council of Kisii. Therefore, in this regard the staff performance was regarded as high. However, some responses indicated some level of significance thus led the researcher to rate the quality of the services that staff provide as not satisfactory to the customers as they thought. The table below summarizes the level of significance that the rate of accidents in the organization provides towards the performances to the customers.

### 4.3.3 Service quality

This study shows that in Municipal Council of Kisii, the services produced are of high quality most of the times. This is more attributed to the type of leadership exercised. Datta (2004) says that quality can be maintained to a high degree of precision using latest technology, methodology and tools of various kinds. It is only 13(13 percent) that reported they were not provided with the necessary tools to perform their duties, which was regarded insignificant.

**Table 4.3.3: Services in this organization are of high quality**

	Management	Staff	Total
	33	70	103
Proportion	100%	100%	100%
Always	8	24	32
Proportion	24%	32%	30%
Most of the times	16	31	47
Proportion	48%	42%	44%
Sometimes	5	12	17
Proportion	15%	16%	16%
Not often	1	1	2
Proportion	3%	1%	2%
Never	1	1	2
Proportion	3%	1%	2%

## CHAPTER FIVE

### SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

#### 5.1 Introduction

This chapter is on the summary of the findings, conclusions and recommendations. It also has a section on further study.

#### 5.2 Summary of the Findings

This section is a direct response to each of the research questions. On how teamwork affects performance, the study found out that among all the indicators of performance studied, namely; goal achievement task accomplishment rate of accidents, quality of the services and quantity produced, teamwork had effects only on task accomplishment and rate of accidents. These two had a significance level of less than 0.05, basing on the golden rule of F-distribution of significance level; it means that teamwork is significant in influencing task accomplishment and rate of accident in organization. The study did not find any evidence of the influence of teamwork and quality, quantity and goal fulfillment. These had an F-distribution significance score of more than 0.05 which means teamwork insignificance.

This contradicts Cole (2009) who emphasized that teamwork is an all-round empowerment ingredient of performance in an organization. It also partially agrees with Ferrell (2011) that teams are very good when a company thinks of enhancing productivity, it should pool members knowledge and skills.

On how leadership affects performance, the study found out that leadership is a very important factor in influencing performance. In all the five indicators studied, (Task accomplishment, rate of accidents, goal fulfillment, quantity and quality of goods and services produced), leadership had a significance level of less than 0.05. According to the F. distribution ANOVA golden rule, any score less than 0.05 is significant. In fact the study confirms Haryward (2005) who also found that performance of any group largely dependent on the quality of its leadership, Maritz (1995), Riston (1999) also had found out that the quality of leadership is one single factor that influenced performance of an organization, Bass (1997) had asserted that the process of leadership – a matter of

including compliance, a form of persuasion, power or relationship, instrument of achieving goals and many other combinations is indispensable when thinking performance.

On whether technology is a factor influencing performance, the study found Kisii Municipal Council Employees and Management perform better when provided with right tools and technology. But 57% of the respondents indicated that very often, and then had to stop to improvise the kinds of tools they use. So when the public sees uncollected garbage, it should be realized that motor engines which accounts for 36% of all the tools and equipment needed to perform, have not been provided or they are faulty and needed improvisation (57%) without proper and adequate provision of tools, equipment and generally appropriate technology, performance should be expected. This fact is underscored by Mervin et al (1988) who, just like Schumpeter long time ago (1963) pointed out that technology can allow organizations to customize their services quickly and unable organizations respond quickly to environmental demands. Schumpeter had put forward the creature destruction theory which portends that existing products are superseded by innovation of new firms. Thompson et al (1995) believed in technology. They said that technology is a modern weapon for companies in today's fiercely competitive market. Both Thompson and Sally (2012) when commenting on the technology agree that advancement in electrical and pharmaceutical fields is largely endowed to exploitation of technology, Zahra et al (1993) calls it a pivotal role in determining success.

On motivation, the study found out that it has a big significance in performance. The study found that out of the five indicators of performance ..... Study in five of them, motivation had a significance level of less than 0.05, Belt in task accomplishment, goal achievement, quality and rate of accidents, motivation is a direct factor. This confirms past studies. For example, Labowa (2006) had found that motivation plays a vital role in job performance among the seventh Day Adventist Institution workers. Earlier Carden (2002) had pretended that the more organizations gave employees what they wanted, most of their work, the more you (organization) should expect from them. Further Carden says that motivation is important in gaining workers positive attitudes and perspectives, giving them power to change in building self-esteem, among other goodies. This is a very important environment preceding a high percentage of performance as Cole

(2009) adds. It's also in time with Safawo (1997) who studied strategic tools for high performance. He found out that rewarding performance triggers higher performance in banking sector in Metro Manilla in Philipines. Carden (2012) boosts the discussion by introducing the morale factor which is a subset of motivation, and says that high morale contributes to high levels productivity, high returns to shareholders and employee loyalty. David and Nigel (209) say that organizations should not concentrated only on money as a main in motivating thing, but focus on morale too. Ferell (2011) is also in agreement with the findings because he says that, satisfied employees know what is expected of them. Quantity in this study was found not to be influenced by the remunerations, that is, salaries and bonuses. Output remained unchanged despite all these payments.

### **5.3 Conclusion**

From the findings of this study, the following can be concluded. Team work is a vital factor in task accomplishment and reducing rate of accidents in an organization. Leadership is a very important factor in pursuing high performance. In all aspects of performance, leadership can be forces that can help public institutions achieve the high levels of public service delivery. On the other hand, technology just like leadership was found to be a very important factor in all aspects of performance. Proper, adequate and appropriate technology is inevitable to success in delivering service in the public institution. The study found out that motivation is a very strategic tool of ensuring high levels of performance. However, since it was found out that despite various types of motivations, quantity remain unchanged; output should be attached to payment.

### **5.4 Recommendations**

In regard to findings of this study, the following recommendations have been suggested. Organizations especially public service delivery institutions should adequately invest to ensure quality leadership and motivation of their workers. On motivation, the researcher recommends that organizations should take care of the relationship between quantity produced by the workers and the remunerations thereof. These two were found to be a right combination in public service delivery and consumer satisfaction. On team work, it is hereby recommended that proper teams should be built especially when an organization really wants to have a task accomplished in time and successfully and in rate of accident management. On technology, public organizations, should adopt by and large in

appropriate and adequate technology in-order to price high level of quality and quantity of public service delivery. Lastly, on leadership, it is hereby recommended that public institutions needs to pay a close attention on quality leadership in all aspects of performance.

### **5.5 Suggestion for Further Research**

Following the study and the findings thereof, the researcher hereby suggests the following areas for further study.

- i. The proportions contributed by each of the variables studied namely:
  - a. Teamwork
  - b. Leadership
  - c. Motivation
  - d. Technology
- ii. Other factors that may influence performance besides the ones studied in this research.
- iii. The cost benefit analysis of the variables studied in this research or factors influencing performance.

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**APPENDIX I:**  
**LETTER TO RESPONDENTS**

Dear Respondent,

I am Ben Nyarangi a student at Kenyatta University studying strategic management. I am studying the influences influencing performance of workers in Local Councils in Kisii County. I kindly request you to help me in this study by answering those questions as sincerely as possible. You can call or SMS if you need clarification on some questions on phone Nos. 0728413670/0735312245 so that you will be able to answer as accurately as possible. Please note that the information you provide is specifically for study purpose and was be handled with assured confidentiality. You should not identify yourself and don't mention names of anybody.

Thank you very much for sparing your precious time to answer these questions.

Yours sincerely

Ben O. Nyarangi



## QUESTIONNAIRE

Please tick ( ) the number that describes what you believe happens in this organization in each question according to the choices provided.

5= Represents ``Strongly Agree'' (SA)

2= Represents ``Disagree'' (D)

4= Represents ``Agree'' (A)

1= Represents ``Strongly Disagree'' (SD)

3= Represents ``Neutral or Undecided'' (N)

### MOTIVATION: A

		SA	A	N	D	SD
1.	This organization willingly accepts the ideas of its members for change					
2.	This organization takes care of people who work for it					
3.	This organization takes an active interest in progress of its members					
4.	This organization recognizes that its life depends upon its members					
5.	A company should take care of its employees, since a company and its employees are like a family and its members					
6.	A company must raise productivity even if it means that people loose their jobs					

**MOTIVATION B**

7. Which of the following relate to the payments do you receive for your work?

1. Salary at month end  2. Commission once I have achieved target   
 3. Salary plus commission  4. Salary plus Bonus  5. All the above   
 6. Other -----

8. Please comment on the availability of the following:

5. Available 4. Available for some categories. 3. Available voluntarily 2. Available on conditions 1. Not available at all

		5	4	3	2	1
1	Pension Scheme					
2	Retirement Scheme					
3	Christmas allowance					
4	Hospital Insurance plan					
5	Compensation for loss during duty					
6	Spacious Offices					
7	Modern/Updated Equipment					
8	Clean offices/working station					
9	Well defined procedure for solving disputes					
10	Well defined procedure for dismissal					
11	An official come together session					

Please tick ( ) the number that describes what you believe happens in this organization in each question according to the choices provided.

- 5= Represents ``Strongly Agree'' (SA)                      2= Represents `` Disagree'' (D)  
 4= Represents ``Agree'' (A)                                      1=Represents ``Strongly Disagree''  
 (SD) 3= Represents ``Neutral or Undecided'' (N)

**MOTIVATION C**

9. When you were last promoted? 2 years ago  3 years ago   
 4 years ago  5 years ago.
10. Why were you promoted? 1. Outshining Performance  2. After Training.   
 3. Scheme promotion  4. I had overstayed in the former grade.   
 5. Other means

**TECHNOLOGY**

11. What Do You Need To Accomplish Your Work?  
 1. Computer            2. Motor- engines (tractors, earth-movers, wheelbarrows, etc)  
 3. Protective clothing 4. Typewriters.            5. Computer soft ware program.  
 6. Measuring equipments
12. Are you aware of technology policy of your council? -----
13. How often do you stop to improvise equipments and other machines in your work?  
 Very Often  Often  Once after along time  Rarely  Not at all
14. Does your duty or part of your duty require certain equipment or technology?  
 \_\_\_\_\_
15. Which machines/equipments could have you wished to have? \_\_\_\_\_
16. What/how much could have you achieved if the machines/equipments was  
 installed/bought? \_\_\_\_\_
17. Which skills do you possess but not yet put into use? \_\_\_\_\_
18. How much better should the council have performed could have it had certain  
 machines/equipments/technology?( Please summarize your answers in the following  
 table)

	<b>Machine/Equipment</b>	<b>Expected performance/output</b>
1		
2		
3		
4		

**TEAM WORK:**

		SA	A	N	D	SD
1.	I have to work closely with others to do my job well					
2.	People in this organization ask each other how they are doing in reaching their goals					
3.	This organization rewards members whose effort/performance is as a result of team work.					
4.	I know the stage to which the work am doing moves					
5.	I know all workers doing the same work I do.					
6.	I know all sections/departments related or use my output.					
7.	The management has a training program to familiarize all workers doing same job.					
8.	There are special sessions for creating Team norms for coworkers					
9.	There are special sessions for creating Team norms for discussing team strengths and weaknesses					
10.	Before starting a task co workers gather together to lay plans how to go about the task.					
11.	I was introduced to all council workers when I was employed					

**LEADERSHIP:**

		SA	A	N	D	SD
1.	This organization uses ideas of subordinates most of the time					
2.	This organization has much confidence/trust in its subordinates					
3.	This organization follows protocol when handling issues					
4.	Experienced members of take time to help new members					
5.	Workers speak openly about each other's shortcoming					
6.	This organization is flexible enough to adopt changes in customer preference					
7.	The subordinates are involved in decisions related to their					

	work					
8.	Decisions are always made by the top management					
9.	Workers get maternal leaves when due with pay					
10.	Workers get paternal leave					
11.	Sick leave is long enough to allow full recovery					
12.	I was given clear picture on what the council wants to achieve					
13.	always I know the result I m required to produce					
14.	My supervisor only defines the task s/he leaves details to me					
15.	I can sit with my super visor and discuss how my favorite football team fared last evening					
16.	I always complete my tasks because there are enough equipments					
17.	There is a session for awards giving					
18.	All workers really wait the award giving day					
19.	My supervisor always divides same bit of the task I do to her/himself					

**WORKERS COMMITMENT:**

		SA	A	N	D	SD
1.	I am willing to work harder than I have been in order to have this organization succeed					
2.	I feel highly devoted to this organization					
3.	I find that my values and values of this organization are quite similar					
4.	I am proud of work in this organization					
5.	I would take any job in order o continue working for this organization					
6.	I would turn down another job for more pay in order to stay with this organization					
7.	My family activities are more important than my job					

*(Please tick the statement that applies to you)*

1. I decide what to do and how to do it.
2. Do you normally accomplish your task successfully and in time?  
Always  Most of the times  Not often  Never
3. Do you have an official schedule of duties?  
Always  Most of the times  Not often  Never
4. I work beyond the required time  
Very high  High  Average  Low  Very low
5. Services rendered in this organization of high quality  
Always  Most of the times  Sometimes  Not often  Never
6. How do you rate the performance of your subordinates?  
Always  Most of the times  Sometimes  Not often  Never
7. The rate of accidents within the organization is  
Very high  High  Average  Low  Very low
8. The subordinates fulfill the organizational goals  
Always  Most of the times  Sometimes  Not often  Never
9. The subordinates produce beyond what they are  
Always  Most of the times  Sometimes  Not often  Never
10. In this organization the volume of sales is  
Very high  High  Average  Low  Very low

**SECTION C:**

*(Interview- to be answered by the management)*

How do workers in this municipal council create and nurture local governance?

**Thank you for your cooperation.**

**APPENDIX II**  
**WORK SCHEDULE**

ACTIVITY	TIME IN WEEKS												
	1	2	3	4	5	6	7	8	9	10	11	12	
Project writing													
Project presentation													
Distribution of questionnaire													
Data Collection													
Data Editing and coding													
Data analysis													
Report writing													
Report submission													

**APPENDIX III**  
**PROJECT BUDGET**

<b>Activity</b>	<b>Amount KShs.</b>
Stationeries	2,000
Travelling	2,600
Communication	400
Typesetting	800
Binding	600
Miscellaneous	700
<b>SUB TOTAL</b>	<b>7,100</b>