FACTORS AFFECTING MOTIVATION OF STAFF OF ORGANISATIONS WITHIN THE SUGAR INDUSTRY IN KENYA: A CASE STUDY OF MUMIAS SUGAR COMPANY

BY

OMUHAKA LAWRENCE
REG: NO. D53/OL/1599/02

A RESEARCH PROJECT REPORT SUBMITTED IN PARTIAL FULFILLMENT FOR THE REQUIREMENTS FOR THE DEGREE OF MASTERS OF BUSINESS ADMINISTRATION (HUMAN RESOURCES MANAGEMENT)

DEPARTMENT OF BUSINESS ADMINISTRATION
KENYATTA UNIVERSITY

AUGUST 2005

Omuhaka Lawrence
Factors affecting motivation of staff
DECLARATION

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

Signature .................................. Date 30/08/2005

OMUHAKA LAWRENCE
D53/OL/1599/02

I confirm that the work reported in this research project was carried out by the candidate under my supervision.

Signature .................................. Date 30/08/2005

MR. SHADRACK BETT

Department of Business Administration, School of Business.

Signature .................................. Date

Dr. GEORGE GONGERA

Chairman Department of Business Administration
DEDICATION

This work is dedicated to my wife and friend Edith for her moral, spiritual and financial support and love. To my lovely children Brian, Gayle, Patrice and Henry for their patience and tolerance.

Thank you for standing by me.
ACKNOWLEDGEMENT

Thanks goes to Kenyatta University for starting the open learning mode that has enabled many of us to undertake further studies, which we would not have done due to the nature of our jobs that can not allow us to take study leave.

Special thanks go to my supervisor Mr. Shadrack Bett for his effective guidance and encouragement.

I am equally indebted and owe special gratitude to my wife Edith and children and to my parents who instilled in me a sense of hard work, my colleagues in the course, all research assistants and my friends for their support. The list is too long to mention but this does not indicate dilution of Mrs. Margaret Nyongesa for typing the work.
The purpose of this research was to investigate the motivational factors that have led to low work morale and unprofessional trends in the sugar industry employees in Kenya but focusing on Mumias sugar Company employees. Low motivation of employees was experienced recently when in a bid to down size the work force, employees willing to go were asked to apply for an early retrenchment and to astonishment of the management more than a half of them were ready to live. This was a clear indicator that most of them are not happy with their present situation. There are other unprofessional trends like theft, truancy, coupled with absenteeism that are rampant in Mumias Sugar company employees. Through this research, recommendations have been made and if put in place the fore mentioned problems amongst the Mumias Sugar Company employees will be minimized to acceptable levels if not totally eliminated. It will also help the government in general policy makers society and all stakeholders in the Sugar industry in Kenya.

The target population was all the employees in Sugar industry in Kenya but the focus was be on Mumias Company employees.

Two categories of staff were considered in this research sample for the purpose of collecting data and comparison. The first group comprised of managers and the other group comprised of supervisors.
A total sample of 100 workers were selected using a combination of stratified sampling supported by random sampling. The data from the research was generated through the use of a questionnaire.

Data was checked for accuracy and consistency of entry, spot checks were formed to ensure integrity of the data. The data was subjected to the standardized statistics analysis techniques presentation of results was devoted to descriptive statistics in form of tables and graphs which includes pie charts and bar charts. The above was done using statistical package for social science (SPSS) this helped the researcher to draw conclusions and make recommendations. It was found out that employees are demotivated and have low morale. There can be no meaningful improvement in the performance and professionalism with the such State of affairs as indicated by the research findings. For the company to get her full fruits or harvest from employees work, it should wake up and squarely face reality.
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Declaration</td>
<td>ii</td>
</tr>
<tr>
<td>Dedications</td>
<td>iii</td>
</tr>
<tr>
<td>Acknowledgment</td>
<td>iv</td>
</tr>
<tr>
<td>Abstract</td>
<td>v</td>
</tr>
<tr>
<td>Table of Contents</td>
<td>vi</td>
</tr>
<tr>
<td>Definition of Terms</td>
<td>vii</td>
</tr>
<tr>
<td>CHAPTER ONE</td>
<td></td>
</tr>
<tr>
<td>Introduction</td>
<td></td>
</tr>
<tr>
<td>1.1 Background to the Study</td>
<td>1</td>
</tr>
<tr>
<td>1.2 Statement of the Problem</td>
<td>3</td>
</tr>
<tr>
<td>1.3 Objective of the Study</td>
<td>4</td>
</tr>
<tr>
<td>1.4 Research Questions</td>
<td>4</td>
</tr>
<tr>
<td>1.5 Significance/ Justification of the Study</td>
<td>5</td>
</tr>
<tr>
<td>1.6 The Scope of the Study</td>
<td>6</td>
</tr>
<tr>
<td>CHAPTER TWO</td>
<td></td>
</tr>
<tr>
<td>Literature Review</td>
<td></td>
</tr>
<tr>
<td>2.1 Introduction</td>
<td></td>
</tr>
<tr>
<td>2.2.1 Motivation of Staff</td>
<td>7</td>
</tr>
<tr>
<td>2.2.2 Remuneration of Staff</td>
<td>14</td>
</tr>
<tr>
<td>2.2.3 Staff Working Conditions</td>
<td>19</td>
</tr>
<tr>
<td>2.2.4 Training and Development</td>
<td>22</td>
</tr>
</tbody>
</table>

vii
2.2.5 Leadership Style ................................................................. 25
2.4 Critical Review ....................................................................... 29
2.5 Summary and Gaps to be Filled by the Study ......................... 30
2.6 Conceptual Framework .......................................................... 31

| CHAPTER THREE |
| Research Methodology |
| 3.0 Introduction |
| 3.1 Study Design ................................................................. 32 |
| 3.2 Target Population ........................................................... 32 |
| 3.3 Sample Design ............................................................... 33 |
| 3.4 Data Collection Instrument and Procedure ....................... 33 |
| 3.5 Reliability of Instrument (pilot) ......................................... 34 |
| 3.6 Data analysis and Presentation .......................................... 34 |
| 3.7 Expected Output ............................................................ 34 |

| CHAPTER FOUR |
| Discussion of Findings |
| 4.0 Introduction |
| 4.1 Quantitative Analysis ....................................................... 36 |
| 4.2 Qualitative Analysis ......................................................... 44 |
| 4.3 Discussion ....................................................................... 45 |

| CHAPTER FIVE |
| Summary, Conclusion, implications and Recommendation |
| 5.0 Introduction |

viii
DEFINITION AND TERMS

1. Facilitation – the ways through which managers attempt to make easier or possible for employers to perform highly.

2. Factors – the act that brings about the desired result.

3. Motivation – moving people to exert a high degree of effort in their work.

4. Professionalism – code of conduct filled with knowledge, theory and practice that enables one to grow and develop in a specific field.

5. Resources – Aids that help in accomplishing a task at the work place.

6. Stimulation - attempt by managers to create situation where an employee is willing to work hard by providing rewards.

7. M.S.C – Mumias Sugar Company

ABBREVIATIONS

1. H.O.D. – Head of Department

2. M.D – Managing Director


5. M.S.C - Mumias Sugar Company.


7. C.S. - Company Secretary.


9. P.B.R -Payment By Results.
CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND TO THE STUDY

Industrialization remains the most important index in measuring development of a nation. The most industrialised countries in the world are regarded as the most developed countries due to their linkage to other indicators of development like social economic status, health, mortality rate, technology and poverty reduction.

In view of the above the Kenya government and her people have continued to invest immensely in industries. There has always been a talk of making Kenya industrialized nation by 2010 although it has now been shifted to 2020. A part from the government industries takes a big chunk of the population as an employer thus playing a big role in boosting the economic status of our people. It is from the above facts that we have to continue ferociously protecting the few industries that we have and ensure that they don’t collapse for they are the heart of Kenya’s economy.

Mumias Sugar Company is an employer of over 3,000 workers with over 65,000 out grower’s farmers depending on it as a market for their only cash crop sugarcane. (Kenya Sugar Journal Vol 1 2003). What this means is that in absence of the milling company over 3,000 thousand Kenyans will be rendered jobless and over 65,000 out growers stranded with their cane.
As the leading sugar industry in Eastern Africa it’s collapse will be driving the last nail into the coffin of the sugar industry in Kenya for the rest like Nzoia, Chemiliil and Sony are already on their death beds not to mention the already dead ones like Ramisi.

To support the observation that there is low motivation among Mumias Sugar company employees the evidence documented by the quality supervision group that was going round in all company departments in March 2005 indicates the following:

i) Many workers report to work late and they leave before time.

ii) A sizeable number look for all reasons to avoid reporting on duty.

iii) Those who report employ time wasting techniques.

iv) Most use outdated methods since refresher courses are not in place for them.

v) Most workers have not kept a breast with changing times like information technology

vi) Dissatisfaction can also be seen through perpetual dissent display by their union

vii) Theft of company property by employees

It was with the above in mind that the researcher felt most driven to bring to light poor performance and lack of professionalism in employees of Mumias Sugar
Company and to generate a debate on knowledge of the same and subsequently a practical remedy, based on facts and figures from the research findings.

1.2 STATEMENT OF THE PROBLEM

The sugar industry in Kenya is faced with a myriad of challenges that include threats from cheap imports, shortages of qualified personnel with the necessary skills, use of outdated technologies in the production processes, shortage of capital, shrinking market inter alia.

The sector has therefore to respond swiftly and adopt pragmatic strategies to remain competitive in order to survive. For a long time the government has been protecting and shielding the sector from competitors and other adversaries from within and without the country.

Faced with all the above it is now the duty of the sector to ensure that they have a well motivated and professional workforce that will enable them remain competitive and sail through in this turbulent times.

For it's survival the company is duty bound to fulfill the needs of management, employees, society and the country as a whole. To achieve this, she needs highly motivated staff whose performance and professionalism is exemplary, the company has a responsibility of getting back her monies worth from the labour of employees. It should always create situations where employees are motivated to perform fully and dispense their duties professionally forester (2002), states that the secrets of success for any business is highly motivated and enthusiastic employees. They deliver both quality and quantity.
It is therefore against this background that this research project sought to survey the strategies being employed by Mumias Sugar Company to ensure that they have a dedicated, motivated and professionally sound workforce to enable it remain in business.

1.3 OBJECTIVES OF THE STUDY

The purpose of this research was to examine whether or not working condition, remuneration leadership style and training affect motivation of employees of Mumias Sugar company. The research therefore sought to achieve the following general objectives:

a) To identify motivational factors that affect performance and professionalism to employees.

b) To develop guidelines that can be used to address the problem of low morale or possible remedies.

c) To inspire a series of other researchers to build on the recommendations given after the research.

1.4 RESEARCH QUESTIONS

The following research questions were formulated to guide this research.

a) Are employees welfare issues (good working conditions) adequately addressed by the employer?

b) Are there poor human resource practices (training, remuneration, supervision) negatively impacting on employees performance on professionalism?
c) Is lack of proper and clear leadership style a factor negatively impacting on performance and professionalism of employees?

d) Are there any other factors that may be negatively reinforcing the work culture and professionalism of employees?

1.5 SIGNIFICANCE/JUSTIFICATION OF THE STUDY

The findings of this research project are crucial and of great importance to Mufias Sugar Company in particular, other manufacturing firms, the government and the Kenyan society at large. The findings are important in guiding the firms on how to position and reposition themselves in the ever evolving, turbulent and competitive global environment.

Kenya government advocates for the achievement of the status of a newly industrialized country by the year 2020. This research is of importance towards eliminating low work morale and unprofessional trends amongst employers of manufacturing firms scientist and other researchers contend that human resources are the most unpredictable in their needs as individuals or groups. This also makes them most difficult to manage.

Studying motivational factors affecting employee’s performance and professionalism is therefore, studying their joys, challenges and frustrations. Knowing these factors is the only way the employer can understand and appreciate her stimulation and facilitation roles to get employees give their best
performance and conform to professionalism. Efforts to improve quality and productivity must focus on employees (Belonois 2002)

Findings of this research will act as a guide to future manpower development, especially motivational strategies which will appropriately encourage employees to perform highly. It is with the above background that the researcher has carried out this research with a view to providing practical insights and appropriate answers to the above stated situation.

1.6 THE SCOPE OF THE STUDY

The study has been done at Mumias Sugar Company located in Butere – Mumias District of Western Province. The Company has five departments namely Human Resources, Finance, Agricultural services, Factory Operations and General administration. All these departments have been covered in the study.

The focus has been on the managerial and supervisory staff who number about 500 out of whom a sample of 100 was preferred. The research therefore aimed at looking at the motivational factors influencing performance and professionalism of Mumias Sugar Company employees.
CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

This chapter reviews literature related to the study. Journals and newspaper articles, textbooks, other published and unpublished material were looked at. In this chapter the researcher looked at how remuneration, working conditions, training and development and leadership style affect staff motivation by analyzing past studies done in relation to them.

2.2.1. MOTIVATION OF STAFF

Nzuve (1999) defines motivation as the individual internal process that causes, directs and sustains behaviour. He adds that it is the personal force that causes one to behave in a particular way.

Fielder defines motivation as all the drives, forces and influences both conscious and unconscious that cause the employee to want to achieve certain aims. From the foregoing definitions, there are three key elements in motivation: effort, organizational goal and needs.

From the above I can now suggest that motivation refers to the psychological process that gives behaviour, purpose, and direction. Motivation can also be considered as a decision making process through which individuals choose desired outcomes and sets in motion the behaviour appropriate to acquire them.
Motivation answers two fundamental questions.

i) Why do people behave the way they do at work?

ii) What conditions within employees and their work situations are associated with effective job performance.

To understand motivation effectively, the manager needs to:

i) Appreciate that motivation is not just a matter of dishing out cash.

ii) Know the factors affecting motivation

iii) Understanding the basic needs of motivation.

iv) Appreciate also that motivation cannot be achieved simply by creating feelings of satisfaction for too much of that can breed complacency and inertia.

v) Understand in the light of all these factors, the complex relationship between motivation and performance.

Edger Scheme (1988) that motivation is affected by the following.

a) Motivation is brought about by self-interests and maximization of gains.

b) Is driven by social needs.

c) It is driven by self motivation

Like Sigmund Freud who suggests that motivation could be greatly influenced by his or her unconscious mind and that an individual is often unaware of his or her true desires. He advances that motivation is complex and varies from one individual to another.
Motivation is a process that goes through four fundamental steps.

i) **Need identification** in which the unsatisfied need is recognized either consciously or unconsciously.

ii) **Goal Establishment** – after recognizing the need we look at what can satisfy it.
iii) **Deciding course of action** – trigger the individual to decide on how to achieve the set goal.

iv) **Goal attainment** - after the course of action the goal has to be attained.

According to Edger scheme (1988) motivation has four basic models.

i) **Rational man model.**

Fig 2.2 rational man model

![Rational Man Model Diagram](image)

- Reward
- Punishment
- Improved performance


NB People are motivated by a combination of rewards and punishment (The carrot and stick approach)

ii) **Human Relations Model**

Fig 2.3 human relations model

![Human Relations Model Diagram](image)

- Recognition
- Fulfillment
- Satisfaction of social needs
- Satisfaction
- Improved performance

NB: Stresses more as intrinsic factors but ignores powerful extrinsic factors such as pay.

iii) **Self actualization model (developed by Maslow)**

Fig 2.4 self actualization model


NB: The model assumes that intrinsic factors like achievement, Recognition, responsibility and self actualization creates satisfaction. It also believes that extrinsic factors like reward and punishment enhance good performance. Therefore extrinsic and intrinsic factors be put into consideration.

iv) **The complex model**

Fig 2.5 the complex model

NB. It recognizes the following:

i) People are implicated with varied needs and expectations.

ii) Peoples varied working situations affect motivation patterns in different ways.

iii) People and situations are in constant state of change.

**Theories of Motivation**

There are several theories of motivation advanced by various people.

a) **Maslow's hierarchy of Needs.**

Abraham Maslow's hierarchy of needs theory has five levels starting with the most basic. Attainment of one leads to the next. This theory can be explained diagrammatically as shown below.

Fig 2.6 Maslow's hierarchy of needs

![Maslow's hierarchy of needs diagram](image-url)

Source: Maslow
b) Expectancy Theory

The theory was developed by Victor Vroom (1964). It states that work motivation is determined by an individual’s beliefs concerning three factors

1. Effort required for performance
2. Whether the performance will be a desired outcome
3. How valuable that outcome is to employee.

Motivation – performance relationship

Fig 2.7 motivation - performance relationship

![Motivation - Performance Relationship Diagram]

Increased motivation leads to improved performance but at the same time improvement in performance also increase motivation because of the resulting sense of achievement.

Motivation and ability

It is necessary for someone to have the required ability for him/her to do a desired job. The level of ability will affect not only performance but also job satisfaction and the desire to stay on the job.
2.2.2 REMUNERATION OF STAFF

Keith (1991) observes that decisions on wages and salary structure are the responsibility of the board of directors. However it is the duty of the personnel management to play a leading role in preparing facts upon which any decisions are based.

Fundamental problems or issues to be tackled when setting up wages or salaries are as follows:

a) Setting up of a logical structure.
b) Placing employee within structures.
c) How to use the incentive scheme.
d) Use of side benefits.

Setting up of wage and salary structure can help clarify managerial idea on the relative worth of various skills like job evaluation and grading and ranking.
National Electrical Manufacturers Association (NEMA) in the united states recognizes four main area which will cover the majority of occupations.

1. **Skill** - which is both mental and manipulative. It comes around due to exposure and it bring versatility.

2. **Effort** – it is both mental and physical

3. **Responsibility** – can be to financial sector, for subordinates or personal. It leads to quality of production and safety of equipment’s.

4. **Working conditions** – this includes surrounding, Monotony, distractions and noise.

**Payment By Results (PBR)**

One of the most common methods of attempting to increase effectiveness is by setting up of (PBR) financial incentives or bonus scheme whereby the earnings of a person or group depend upon the results achieved.

**An effective PBR scheme should observe the following areas.**

i) Work measurement

ii) Effective production control

iii) Effective quality control

iv) Sound wages structure

v) Training of staff

vi) Modification of payroll programmes

vii) Consultations with employer
The PBR scheme should safeguard against: payment of idle or extra work, holidays, incomplete work, error in reward and defective work.

Some Companies however offer tangible benefits as rewards for increase in effectiveness. Among these are: Extra Holidays, job security, Improved status and Create Special working conditions.

The use of such incentives require particular care to avoid any appearance of partiality. Results of these schemes are more long-term than the results of financial bonus schemes and for this reason both types of the scheme should be worked side by side.

**Characteristics of apparently effective incentive scheme are as follows.**

1. **Intelligible** – it is just and free from fraud
2. **Administratively simple** – should have no confusion but be clear.
3. **Direct** – be directly related to effort and reward.
4. **Speedy** – payment be as rapidly as possible.
5. **Adequate** – sufficient to stimulus
6. **Equitable** – this is between individuals.

**Types of schemes**

a) **Piecework** – it is the most common and satisfactorily scheme. Price is assigned to piece of work and it is calculated by multiplying price by quantity of work.

b) **Measure of day’s work**
c) Group bonus scheme 
d) Profit – sharing and co-operation ship scheme 

Beeth (1976) observes that equitable salary relationships can exist if there is sound job classification, periodic salary survey of competitive levels, employee appraisal and effective salary planning.

Adams (1977) in his Equity theory focuses on individual perception of how fairly they are treated compared to others. They perceive what they get from a job situated in relation to what they put into it and they compare their input-output ratio with input-output ratio of others in the same category. If the ratio is the same, a state of equality exists. The importance of equity theory is seen in its being assertive that employees be rewarded commensurate with their level of output.

Reinforcement theory assumes that workers always repeat behaviour that is reinforced, than what is ignored. For instance if a worker gets a salary increment due to high productivity, the assumption is that the employee will want to maintain that level hoping to get another pay increase.

Vroom (1974) developed the expectancy theory on the assertion that the tendency to act in a certain way depends on the expectation that; the act will be followed by a given outcome and on the attractiveness of that outcome to the individual. There are three variables here:

1. **Attractiveness** – reward that goes with the achievement of that job.
2. **Performance reward linkage** – degree to which the individual believes that performing at that level will lead to attainment of a particular desired outcome.

3. **Effort performance linkage** – probability that exerting a given amount of effort will lead to performance.

The expectancy theory recognizes that there is no universal principle that explains what can motivate everyone. Taylor (1991) developed the Traditional or Economic theory of motivation. It was based upon the notion that people feel highly motivated when given monetary incentives. Taylor on his part argued that then existing rewarding systems were not motivating employees for higher productivity. He argued that an employee in the same organisation would lower productivity when he realizes that he is being compensated the same as the employee with lower or less productivity.

Taylor’s theory got huge support from the scientific managerial movement at the dawn of 19th century Gellerman (1994), regards money as important employees motivator. It is a means through which employees can access other important things in life. More money he felt was the only way to move employees to higher performance.

Nzuve (1999) argues that monetary incentives are not sufficient for employees motivation. Human beings have much more needs beyond what monetary incentives can give and provide. He argues that the opportunity for recognition, power, social status, prestige, security, belonging, growth and development in
their career and good leadership are much more important than money towards good performance.

2.2.3. STAFF WORKING CONDITIONS

Keith (1991) observes that no organisation can develop robustly unless the implications of technology and sociological developments and changes have been incorporated into its personnel policy. Relationship between employer and employers is difficult and delicate, frequently being dependent upon subtle intangibles and the ethos of the company. The personal officer shall be seen to be scrupulously fair. He must present the company's point of view clearly and dispassionately and must take issue on personnel points. Company's policy on industrial relations must be part of the overall personnel policy and as such keen to all.

Welfare

Care must be taken in considering the long term result of any welfare assistance and it is important to avoid creating precedents which later would become embarrassing to follow.

Canteen and restaurant

Building a canteen and having an elected canteen committee where grievances can be is a useful safety valve, particularly if the discussions can rise above the "shortage of sugar" type of complaint.
Health and safety

Keith (1991) observes that safety of the employee is not only a statutory requirement, it is a human obligation. A climate of safety consciousness must be built up by constant encouragement.

I - injury
D - damage
L - loss
E - motion

Inevitable discussion of the effects of accidents may be IDLE gossip in business of accident prevention.

P - plant - e.g faulty systems
E - equipment - e.g defective
E - environment - e.g insufficient light
P - people - e.g careless, untrained, overstressed.
S - system of work - poor

Mnemonic derived from the five letters of these headings may help to reduce accident causes which require careful PEEPS at every corner or department at work place.

Thomason (1981) observes that all conditions of work be well present in the contract which is an establishment by agreement between two parties, employer and employee e.g on hours of work the following be observed: Flexibility be observed, Overtime be paid, hours to be covered be known, Part-time work be observed and Job sharing be considered.
Stress management

Cole (2002) observes that stress is the adverse psychological and physical reaction that occur in an individual as a result of their being unable to cope with the demand made on work. Stress has the following characteristics: Sicknesses and absenteeism, Reduced production, Increased accidents, High rate of staff turnover and Increased confusion.

Armstrong (1984) suggests that stress be managed by counseling services at work either to individuals or to groups.

Trade unions

Cole (2002) observes that collective employee organizations be established to protect employees from arbitrary actions by employers in matters of pay and working conditions. Trade unions promotes legitimate interests of people of work. Types of unions include; manual workers union, white collar unions e.g for clerks, professional unions and staff associations

Herzeberg (1968) in his two factor theory made a distinction between lower and higher needs. He described the lower order needs as potential dissatisfiers or hygiene factors and only the higher needs were seen as potential satisfiers are motivators. Hygiene factors refer to those factors that decrease dissatisfaction when presented to employee at unacceptable degree. They include pay, job security, supervision and working condition. The motivators are those factors that increase motivation but whose absence does not necessarily result in dissatisfaction. These include achievement, recognition, responsibility,
advancement, growth and work itself. The former are important bases for building a foundation of motivation while the latter’s presence, actually motivates employees.

Rue and Bryars (1992), contented that motivation comes from the individuals and not from the manager. They argue that hygiene factors keep an individual motivated. They however contend that both hygiene and motivators must be present in order for true motivation to occur, the two factors theory can be instrumental in addressing motivation.

2.2.4 TRAINING AND DEVELOPMENT

Keith (1991) observes that all assets waste if untended and this is probably more true of the human assets of a company than any of the assets usually recorded on a balance sheet.

A positive training programme based upon analysis both of the needs of the job and of the individual should be drawn up and implemented throughout industry. There is a continued need to educate and train not only ‘on the bench’ but at all levels.

While a leader may be born, by training he or she can be made more useful more rapidly. Not only should training be carried on inside the company, but the broader extra mural training available at technical colleges, polytechnics and University must be encouraged.
Training and development are terms that are sometimes used interchangeably. In the past training was seen as improving the knowledge and skills of non-managerial employees in their present job – Mckeena and Beech (2003). Development was defined as an activity associated with managers where they are prepared for future jobs Cronk (1994).

Drucker (1955) Management development must embrace all managers in the enterprise. It must aim at challenging all to growth and self development. It must focus on performance rather than on promise and on tomorrows requirements rather than those of today.

Mumias Sugar Company (1978) policy paper on management development defines development as any attempt to improve managerial effectiveness through a planned and deliberate learning process. Moris (1978) observes that development is a continuing improvement of effectiveness within a particular system or with the management function of the organisation.

**Fiedler gives the following as purposes of training.**

i) Leads to productivity and quality

ii) Less scrap or spoiled work

iii) Creates versatility and easy adaptation to situations

iv) Leads to less need for close supervision.

v) Reduces accidents

vi) Leads to greater job satisfaction and less labour turnover.

**Systematic approach training follows the following procedure:**

1. Analyze the Job in Question.
2. Establish reasonable standards of performance
3. Study employee trainability
4. Train and keep record
5. Assess performance achieved after training
6. Compare cost of training and benefits

Graham (1998) suggests the following arguments against training:

i) Training is expensive
ii) There is no production while on training
iii) The employee might leave the company after being trained
iv) Individual firms can recruit employees from out at low costs
v) Increase expectations and can cause dissatisfaction.

Pigors and Myers (1982) observes that there are two categories of training which are on job training and off job training.

On job training

On job training is where an employee is trained while on the real job that he is supposed to be doing. Examples of on job training include the following.

a) Apprentice training in which a trainee learns from those who know the job.
b) Vestibule training on which new workers are trained for specific jobs on special machines.
c) Programmed instruction in which the material to be taught is given in bits.
Off – job training

In this kind of training, the employee is trained outside his working station like in colleges, schools or University. Armstrong 1992 says training and development is beneficial to an organization since it enlarges and develops the skills base of the organization. It motivates employees who require and use new skills especially if they are rewarded for it. He adds that planned training ensures the success of the training process as it improves job performance. He quickly adds that but the nature of programmes should be in line with organizational requirements in terms of relevance and adequacy.

Cole (2002) and Cronk (1994) are in agreement that certain deficiencies can be addressed through other means such as external recruitment, improvement in pay, replacing machinery or simplifying procedures. However this should be done when the organization has assessed the cost of such move. Cole (2002) adds that training policy sets out what organization is prepared to do in terms of developing its employees. An organization should therefore have a training policy which will form the foundation of all training and development programmes.

2.2.5 LEADERSHIP STYLE

Graham (1998) defines leadership as the ability of a person to influence other people, their inputs and behaviour. He adds that a leader is a person who motivates and controls subordinates to work towards goals which are regarded by the organization as desirable and possible.
COLE (1999) defines leadership as a dynamic process at work in a group whereby one individual over a particular period of time and in a particular organisational context, influences the other group members to commit themselves freely to the achievement of group task or goals.

Nzuve (1999) says that a leader is a person who is able to influence others in order to pursue certain goals. A manager is one who performs the managerial functions planning, organizing, directing and controlling and occupies a formal position in an organization.

Adair (1968) gives the following qualities as what a leader should posses: Integrity, Knowledge, Courage, Dependability, Faithfulness, Tact, Humanity, Efficient, Decisiveness and Sympathetic. He further observes that providing adequate leadership means creating the right balance between the three sets of needs in the light of total situation.

Fig 2.9 task, group and individual needs

Source: Cole (1999)
Features of leadership according to Cole (1999)

i) It is a dynamic process influenced by changing requirements.

ii) Leadership is not confined to one person but may be shared between group members.

iii) Leaders role is to inform group to achieve group goals.

iv) Leadership style is influenced by circumstances.

Key leadership variables

Recent researchers suggest that a contingency approach to leadership is likely to achieve the most productive balance between the needs of the team, the requirements of the task, the nature of the organisation climate and pressured exerted by the situation or context. A contingency approach is where the leader adapt his behaviour to suit the needs of the situation.

Types of leadership

Likert (1986) advances the following four types of systems of leadership.
a) **Exploitative & quotation** – one who gets his power or authority from top to down.

b) **Benevolent – authoritarian** – although has authority and power from the top he allows opportunity to consult.

c) **Consultative** – this is a leader who sets goals after discussion with subordinates.

d) **Participative** - This is a highly communicative leader who continuously consult and everyone’s participation. It is ideal and produce excellent results.

Nzuve (1999) observes that there are different leadership styles and the most common are authoritarian, democratic and free-reign (Laissez – faire). He explains that an authoritarian leader, holds all authority and responsibility in an organization with communication almost exclusively from top to bottom. Democratic leader obtains ideas and opinions from workers. He gives them a chance to express their feelings. While a free reign (Laissez - Fair) waives responsibility and allows subordinates to work as they choose with minimum interference. Employees are given the authorities to make decisions and determine course of action.

Arrangement of management styles by Tannaeboun and Schmidt(1982)

Fig. 2.11 arrangement of management styles
Other Researchers on leadership styles

a) Lewin, Lippit, and White on authoritarian, democratic, Laissez - faire leadership styles in boys club in IOWA in USA concluded that democratic approaches were generally more effective. Use of autocratic styles caused subjects to become aggressive, discontented, lack initiative and commitment when completing tasks.

b) Taunebaum and Schmidt (1982) whose research led them to argue that managers should consider three sets of factors when choosing a leadership style.

   i) The background and exposure of leader (ability, attitudes)
   ii) Characteristics of subordinates
   iii) Nature of situations

c) W.W. Sojourn argue that regularly experiencing crisis situations tended to adopt authoritarian style whereas as routine oriented tasks usually opted for participative approach.

2.4 CRITICAL REVIEW

Adams (1977) asserts that employees be rewarded consumerate with their level of output. It is very important but it should be noted that there is no way all employees can be the same thus we must allow for individual differences.

Taylor (1991) came up with the economic theory of motivation in which he says that workers are highly motivated when given monetary incentives. I tend to think that though monetary incentive is very important, but we have other things
that are more important as motivators than man. Nzure (1999) argues that human beings have much more needs than what monetary incentives can give. He lists them as recognition, power, social status, prestige, security, belonging, growth and development in their career. I think Nzuve’s argument is more realistic.

Herzberg (1968) stresses the importance of working conditions as motivators but I also believe that although hygiene factors are important motivation is also intrinsic, it emanates from within. Rue and Bryars (1992) contend that motivation comes from the individuals and not from the manager.

Armstrong (1992) believes training and development is beneficial to an organization for it enlarges and develops the skills base of the organization. Although training is important it should not just be done for the sake of it. But should be adequate and relevant. The cost should also be assessed and if it is too high Cole (2002) and Conk et al (1994) are in agreement that certain deficiencies can be addressed through other means such as external recruitment, improvement in pay, replacing machinery or simplifying procedures.

2.5 SUMMARY AND GAPS TO BE FILLED BY THE STUDY

At the end of the study the researcher has come up with suggestion and recommendations that will assist the company to improve in the following areas:

i) To improve on the remuneration of its employees.

ii) To streamline training and development programmes for the staff.

iii) To improve working conditions of the employees.
iv) To develop and adopt good leadership styles that would create harmonious working environment.

2.6 CONCEPTUAL FRAMEWORK

Fig. 2.12 Conceptual framework

The study was based on the above conceptual framework. Each of the factors outlined affects motivation of staff in Mumias Sugar Company.
CHAPTER THREE
RESEARCH METHODOLOGY

3.0 INTRODUCTION

As proposed in chapter one this study was designed to examine whether or not remuneration, working conditions training and leadership style impact negatively on employees of Mumias Sugar Company. In this chapter therefore the researcher has described the methods to be used to collect data, analyze and present it. He has looked at the study design, target population, and sampling of the same population. The chapter has also described how reliability of the instruments have been tested, potential problems and expected output of the study.

3.1 STUDY DESIGN

Descriptive research has been used by the researcher because the phenomena/situations or events have been carefully observed by the researcher and then he has described and interpreted what he has observed during that specific period. The researcher has chosen descriptive research because this kind of study attempts to provide a description of characteristics of group or individual objectives. This is why most social sciences researchers use the descriptive type.

3.2 TARGET POPULATION

In this research all employees of Sugar industries in Kenya have been targeted but the focus has been on employees of Mumias Sugar Company. A sample of 100 employees have been stratified or randomly sampled from a total of 500
employees from 5 departments. We have had a specific number of employees from each department providing information.

3.3 SAMPLE DESIGN

A sample of 100 employees have been chosen for the study. This has been done using stratified sampling to ensure that each department is well represented in the case study. The selection of sample from each department has been done using simple random sampling.

Fig 3.1 Target Population Sample Design

<table>
<thead>
<tr>
<th>Department</th>
<th>Target Population</th>
<th>Ratio</th>
<th>Sample</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Resources</td>
<td>80</td>
<td>0.2</td>
<td>16</td>
<td>16%</td>
</tr>
<tr>
<td>Finance</td>
<td>60</td>
<td>0.2</td>
<td>12</td>
<td>12%</td>
</tr>
<tr>
<td>Factory</td>
<td>120</td>
<td>0.2</td>
<td>24</td>
<td>24%</td>
</tr>
<tr>
<td>General Administration</td>
<td>100</td>
<td>0.2</td>
<td>20</td>
<td>20%</td>
</tr>
<tr>
<td>Agriculture</td>
<td>140</td>
<td>0.2</td>
<td>28</td>
<td>28%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>500</strong></td>
<td><strong>1</strong></td>
<td><strong>100</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Source: company records (2002)

3.4 DATA COLLECTION INSTRUMENTS AND PROCEDURE

This involved both Primary and Secondary data. Secondary data was obtained from available research results, sugar journals, textbooks and other Mumias Sugar company records. Primary data was collected by used of well structured
questionnaires. The questionnaires were given to already sampled respondents by the researcher himself or his assistant. The respondents were given a maximum period of two weeks within which they handed in completed questionnaires for analysis. The collection of questionnaires was be done by the researcher and his assistant.

3.5 RELIABILITY OF INSTRUMENTS (pilot)

Prior to main research a pilot study to verify the instruments for data collection of this study was undertaken by employees of West Kenya Sugar Factory to refine questionnaire items, a total of 10 employees was simple randomly selected and be given a week to fill the questionnaires. This was done through assistance of the Human resource department of the factory who was talked to prior to delivery of the research instruments.

3.6 DATA ANALYSIS AND PRESENTATION

Data was checked for accuracy and consistency of entry, spot checks were formed to ensure integrity of the data. The data was subjected to standardized statistical analysis techniques. Presentations of results was devoted to descriptive statistics in form of tables and graphs which includes pie charts and bar charts. The above was done using statistical package for social sciences (SPSS) this helped the researcher to draw conclusions and make recommendations.

3.7 EXPECTED OUTPUT

It is expected that Mumias Sugar Company has good remuneration for its staff but it is also expected that the same can be improved upon to make it better. It is
expected that the working conditions in Mumias Sugar Company are good but may be having one or two areas that require streamlining. It is expected that most of Mumias Sugar employees are well trained to hand the area in which they work. It is expected that the few areas in which employees require training will be taken care of. It is expected that the leadership style used by management is good but it is also expected that it can be made better by suggestion from this research.
CHAPTER FOUR
DISCUSSION OF FINDINGS

4.0 INTRODUCTION
This chapter presents the data analysis, their interpretations and the main findings of the research. The first section reports the respondents background in terms of gender, education background and work experience. The second presentation concerns the respondents perception of their current job in relation to motivation of human resource issues that include remuneration, working conditions, leadership styles and training. The third part reports suggestions given by respondents as to what the company administration should do towards motivating employees in doing their work. The last part of this chapter summaries and discussion the main findings of this research.

4.1 QUANTITATIVE ANALYSIS
A total of 100 candidates had been identified to form the research sample. This figure represents 20% of the total target population of about 500 employees in management and supervisory cadre. As already explained this figure had been done specifically with a view to getting a representative and specifically acceptable sample size for the purpose of this research. 84 respondents satisfactorily participated in answering the questionnaires. The remaining 16 candidates did not hand in their completed questionnaires, or they gave information that was grossly contradicting. The researchers discarded them.
Table 4.1. Distribution of respondents by gender.

<table>
<thead>
<tr>
<th></th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>N</td>
<td>54</td>
<td>30</td>
<td>84</td>
</tr>
<tr>
<td>%</td>
<td>64.3%</td>
<td>35.7%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Researcher (2005)

As shown in table 1 a total of 54 males and 34 females took part in the research. This translates into a ratio of 9:5, which indicates that both men and women were fairly represented. It also shows that the majority of managers and supervisors are male.

Fig 4.1 Respondents by Age: -

![Pie Chart](image)

Source: Researcher (2005)

From pie-chart above it can be deduced that majority of the management staff are old people of above forty years for they take a total percentage of about
62%, 36 and 15 respondents are in the age brackets of 41-50 and 51-55 respectively. Those in the brackets of 20-30 and 31-40 are 6 and 27 respectively representing a percentage of about 38%.

Fig 4.2 Respondents by Academic Level

From the above bar graph it can be noted that most of the members of management staff are degree holders. Those with masters, post graduate diploma and first degree are 51 out of the total 84 respondents which
equivalent of about 61%. Diploma holders are also a good number and they form about 32% of the total with the remaining 7% going to the certificate holders who might have grown through the ranks to get to managerial level.

Table 4.2 Respondents at different levels

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Heads of departments</td>
<td>3</td>
<td>4%</td>
</tr>
<tr>
<td>Section meets</td>
<td>12</td>
<td>14%</td>
</tr>
<tr>
<td>Managers/Superintendents</td>
<td>27</td>
<td>32%</td>
</tr>
<tr>
<td>Supervisors</td>
<td>42</td>
<td>50%</td>
</tr>
<tr>
<td>Total</td>
<td>84</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source Researcher (2005)

From the table it can be noted that majority of the respondent wise supervisors about 42 of them equivalent to 50%. This could be because they are the majority of the management staff. Managers were, section needs and heads of departments were 27, 12 and 3 respectively. This is because the number reduces as you go up the ladder for the administrative structure in Mumias sugar is pyramidal.
On the staff work experience the results revealed that 36% of candidates in the research sample had worked for over 15 years. 29% have been in the company for 11-15 years, 21% worked for 0-5 years.
In the area of specialization 29% of respondents were from Agriculture department and 25% from Engineering who mainly work in the factory. General administration had 19% of respondents. While accounting and others, which include Human resources had 14% each.

Asked whether they enjoy their work 89% of the respondents indicated that they enjoy their work while 11% indicated that they were not enjoying their work and cited various frustrations at work. 57% cited inadequate pay and incentives, 30% indicated that generally promotions and related human
resource practices were not done strictly on merit and satisfactorily. On appraisal all the employees indicated that they are appraised at least once in a year. When asked whether appraisal improve their performance 75% indicated that it improves while 25% indicated that it does not improve their performance for it is usually carried out haphazardly.

When asked whether they felt motivated or low to report on duty the results show that 86% of the respondents said they felt low. Majority of those who said they felt low indicated that motivated them to report on duty was fear of losing their job. This compares to 14% who said they feel motivated and this was due to such reasons as love for their job, a sense of feeling a moral responsibility and obligations to perform duties, well as members of society and was well as a great zeal to attract promotion career development recommendation, recognition and reward. Others saw it as an activity that puts food on their table. For those who said they did not feel motivated to report to work cited the inadequacy of a good total compensation, incentive and reward as the major reasons that demotivated them. They also cited other human resource practices such as disciplinary machines, placements, promotion, appraisal, management style, and secrecy as caused of their demotivated.

When asked whether they were happy with the leadership style 43% conceded that they were happy. On the other hand 57% indicated that they were not happy and cited various reasons which included dictatorship, they now allowed to make decisions too much democracy.
Fig 4.5 Does Training Improve Performance?

Source: Researcher (2005)

When asked whether they are offered training opportunities all answered Yes but when asked whether it was related to the work they do 86% said Yes but 14% indicated that it was not related on the adequacy of training 64% indicated that the training offered by the employer is adequate while 36% indicated that it was inadequate and cited the following shortfalls Sometimes the training was not relevant, time given for training was too short forcing them to attend career development outside by sponsoring themselves from their own serving under strenuous circumstances and that the employer did not support them satisfactorily.
Response on whether training offered improved their performance 29% indicated very much, 14% said it slightly improved, 43% moderate while 14% indicated that it did not improve their performance at all.

Asked whether they can leave their jobs for another job. 18% indicated that they would not leave their job. 77% of them said it was because they were satisfied with their current job, while the next 23% indicated that they were used to it and they preferred it move to another. On the other hand 82% who said that they would leave their job when opportunity arises have their reasons summarized bellow.

4.2 QUALITATIVE ANALYSIS

Reasons for leaving job.

Some of the reasons given by respondents for leaving jobs include the following:

- looking for greener pasture (higher salary), higher rate of job satisfaction,
- more performance related rewards, Merit human resource practice
- Involvement in decision making, prestige in society and
- Friendly working conditions

Ways in which the Company can motivate workers.

Suggestions for increasing motivation of employees include the following:

- Friendly training and career development strategy/programmes,
- fair, effective and efficient human resource practices like selection, recruitment,
- promotion and placement. It also calls for good working relations, employee relations and participatory management style, which include improved total
compensation package. Job enlargement and enrichment, satisfactory job evaluation that will lead to material rewards, benefits and total compensation, good communication channels, adequate training opportunities that are fully sponsored and relevant are other mentioned ways of motivating employees.

4.3 DISCUSSION

The company needs highly motivated and professional workers to facilitate quality performance and desired high-level productivity. Remarkable strides and achievements in this area can be deterred by demotivated low performing and unprofessional workers. Although it is arguable that motivation is a complex issue, it is never hard to try and come up with a assumptions mix of motivational jinx that can boost performance and professionalism of employees. It has already been established that different people work for various reasons, which could include, basic needs like to cater for food, shelter and clothing, for fun, occupation or even to be financially stable. Others work to grow professionally.

The same motivates cannot work for all employees. Each human person is unique, with unique needs, wants, aspiration, personality and genetical composition. What moves one person may not necessarily move the other. Not all people thus want the same things from job. Motivation presumably should thus be intrinsic. The role of employers is to create a conducive working environment in order to enhance positive motivation of her human resource. This calls for careful examination of employee needs, a deliberate effort to understand this needs and thus careful responsive measures to the
same. Without well-calculated moves employers may experience bitter
fruits of demotivated employees.

From those employees interviewed, there are clear indications that the
overall compensation package is neither satisfactory nor pleasant. Human
resource practices like recruitment, selection, appraisal, promotion were
signed out as either opaque or unprofessional.

Non-monetary but job-related incentives like training and development
study leaves and participatory management were either non-existent or
inadequate.

From what has been discussed above it is clear that motivations
requirements of employees are not adequately met. It is therefore duty of
the company to strive to attract and retain high performing workers who are
also highly motivated. It should put in a place a realistic and attractive
professional compensation package, carefully formulated modes of staff
recognition and other all round motivational can be put in place then the
company will definitely reach greater heights in its productivity.
CHAPTER FIVE

SUMMARY, CONCLUSIONS IMPLICATIONS AND RECOMMENDATIONS

5.0 INTRODUCTION
This research had been designed to investigate motivational factors affecting employees work performance and professionalism in the sugar industry. The target population was Mumias company employees. The research sample involved management staff of Mumias Sugar Company, which is made up of managers and supervisors. Data was collected using questionnaires. The results of the finding largely confirmed the information in research questions formulated earlier for the research.

5.1 SUMMARY AND IMPLICATIONS
It is clear that employees are demotivated and have low morale. There can be no meaningful improvement in the performance and professionalism with the Source State of affairs as indicated by the research findings. For the company to get her full fruits or harvest from employees work, it should wake up and squarely face reality. In view of the above the following recommendation have been made.

5.2 ANSWERS TO RESEARCH QUESTIONS
When asked whether they enjoy their job or not most employees said they enjoy but about 10% said they don’t enjoy due to poor remuneration, flawed human resources practices and poor working conditions.
All the employees argued that appraisal takes place in the company but it is not adequate and it is also carried out haphazardly. Results of the appraisal do not mean anything for the same bonus is offered to all regardless of appraisal.

A very small percentage said they were contented with salary. Most of the employees who said that they were not contented with salary gave various reasons which include the following: High living standards, rewards not pegged to performance. They also indicated that the same employees doing similar jobs has major disparities in their salaries.

When asked what they would like changed about their work most said they would like their working environment improved (made more clean), be given better salaries equivalent to performance. Training opportunities given should also be done regularly to match the very fast changing environment. Promotions and placement. Promotions and placement should be done on merit and leaders should allow participatory leadership to allow all to participate in decision working.

5.3 CONCLUSION

The following conclusions can be made from the research. We can conclude that indeed training is offered by the company but in some circumstances it is inadequate or irrelevant. It is also not carried out satisfactorily due to the time allocated for it.

On the side of working conditions it can be noted from the research that the company has tried its level best but there are some areas, which are wanting.
Some of these include poor communication of information, safety clothing which are offered once after every two years and unhealthy working environment.

It can be noted that remuneration of staff or total compensation offered by the company is not good enough to sustain high living standards. It can also be seen that other rewards like bonus offered are not pegged on productivity but does equal across the board regardless of performance.

On leadership style most employees said that it most senior managers were directorial and do not participatory management where each one was an opportunity to contribute. Some managers as so rigid and do not change with the changing environment or situation.

5.4 _RECOMMENDATIONS_

**Employees Working Environment**

The company should ensure that employees welfare services such as spacious ventilated offices and also ensure sound employee relations and labour relations.

It should also improve and safety measures at work, health services and security. General sanitation within the company premises should be improved.

**Remuneration**

A satisfactory total compensation package should be put in place so as to meet financial needs and other money related needs putting in mind that money can buy many needs. Good reward system for good performance should be considered which include pay increments, bonuses, and promotion opportunities to motivate works.
Leadership Style.

The company should use a fusion of all leadership style depending on the situation but should always retain the human heart. Should encourage open doer policy management and also offer training in areas of management. Participatory leadership should also be used so that employees can feel to be part of decisions affecting them.

Training and Development

Creating training and development avenues for workers. Sponsoring them for career development so that they can perform their work better. This will give them opportunity to enhance skills and achieve greater responsibility hence motivational.

Training provided should be relevant and in the employees field of specialization. It should also be continuous to accommodate the ever changing environment.

5.5 SUGGESTIONS FOR FURTHER RESEARCH

This research looked at motivational factors affecting employees of Mumias Sugar. In the course of the research, other issues that require further research emerged such as:

a) How motivational factors could be affecting other cadres of employees in the unionisable staff.

b) How motivation factors should be affecting farmers in cane production.

Other researches should be undertaken to improve on the recommendations arising from the findings to facilitate improvement on the motivation of staff.
REFERENCES

Armstrong M (1992)  
**Human Resource management:**  
*Strategy and Action*  
London, Kogan publishers

**Personnel and Human Resource Management**  
London, Thomas Learning publishers

Cronk, T et al (1994)  
**Human Resource Management**  
New Jersey, patience Hall publishers

**Human Resource Development and management**  
Dehli, Vikas publishers

**Human Resource Management**  
London Gildhall University publishers

**Managing people**  
London, Dorling kindersley publishers

Herzeberg 5 (1968)  
**One more time; how do you motivate employees**  
New York, MC Graw publishers

Keith Lockyer (1991)  
**Production and open management**  
Singapore Pitman publisher publishers

MC Clelland D (1987)  
**Human Motivation**  
London, Cambridge University press

MC Gregor D. (1960)  
**The human side of an Enterprise**  
New York, McGraw Hill publishers
Pigors & Myrs (1982)

Personnel Administration
Massachusetts, Institute of technology publishers

Taylor F.W (1911)

Principles of scientific management
New York, Harper and Rowly publishers

Mckeena E and Beech N. (2003)

The essence of Human Resource Management
New Delhi, Patience Hall publishers


Management Dynamics
Nairobi, East Africa educational publishers.

Vroom V.H. (1970)

Management and motivation
Bartimore, penguin publishers.

Journals

APPENDICES

APPENDIX 1.

RESEARCH QUESTIONNAIRE

I humbly request you to facilitate the collection of the necessary data by answering the questions therein. The information given will be purely for academic purposes and in that connection I assure you of utmost confidentiality. Kindly tick in the space provided [ ] the correct answer or supply the required information. For others please specify and elaborate.

1. Gender; Male [ ] Female [ ]

2. What is your age
   20 – 30 [ ]
   31 – 40 [ ]
   41 – 50 [ ]
   51 – 55 [ ]

3. What is your highest academic/professional qualification
   Certificate [ ]
   Diploma [ ]
   Bachelors Degree [ ]
   Post Graduate Diploma [ ]
   Master Degree and above [ ]

4. In which cadre of management are you?
   Head of Department [ ]
Section Head [ ]
Superintendent [ ]
Supervisor [ ]

5. How long have you worked for Mumias Sugar?

0-5 [ ]
6-10 [ ]
11-15 [ ]
Above 15 [ ]

6. a) What is your field of specialization?

Agriculture [ ]
Engineering [ ]
Administration [ ]
Accounting [ ]
Other [ ]

b) If other, please specify ........................................

7. Do you enjoy your job?

i) Yes [ ] No [ ]

ii) Why

........................................................................
........................................................................

8. i) How often are you appraised? ................................
ii) Does it help to improve in performing your tasks? Yes [ ] No [ ]

9. Are you contented with the salary you earn? Yes [ ] No [ ]

Give reasons

10. Besides your salary, what other non-monetary benefits do you enjoy from your employer? Specify

11. Do you sometime feel low about your work?

Yes [ ] No [ ]

Give reasons

12. What then would you like changed about your job to make it more interesting?
13. Are the training and development programmes offered by the Company related to your job requirements? Yes [ ] No [ ]

14. If yes, how much have the programmes improved your job performance?
   - Very Much [ ]
   - Slightly improved [ ]
   - Moderate [ ]
   - Not improved [ ]

15. In your view, have the training programmes been adequate in addressing the organizational requirements? Yes [ ] No [ ]

16. What recommendations can you make on staff training?

17. Are you happy with the leadership style in your organization? Yes [ ] No [ ]
   - give reasons

18. What then would you like changed about your job to make it more interesting?

19. Given a chance would you leave your job for another? Yes [ ] No [ ]
   - Why?
20. What in your opinion should the management do to motivate workers in performing their job? In the following areas.

i) Remuneration

ii) Training and development

iii) Working conditions

iv) Leadership styles

Thank you.