

**FACTORS THAT INFLUENCE MOTIVATION OF
EMPLOYEES IN LOCAL AUTHORITIES. A CASE OF
KEHANCHA MUNICIPAL COUNCIL.**

BY

MARWA STEPHEN MUNIKO

REG. NO: D53/OL/5208/03

**RESEARCH PROJECT SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR AWARD
OF MASTER OF BUSINESS ADMINISTRATION (HUMAN
RESOURCE MANAGEMENT) OF KENYATTA
UNIVERSITY.**

KENYATTA UNIVERSITY LIBRARY

FEBRUARY 2007

Marwa Stephen Muniko
*Factors that
influence motivation*



2009/338506

DECLARATION

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

Signature 

MARWA STEPHEN MUNIKO
D53/OL/5208/03

..... 6/3/07

DATE

This research project has been carried out by the candidate under my supervision as the university supervisor.

Signature 

JUDY OLUOCH
Business Administration Department

..... 6/3/07

DATE

This research project has been submitted for examination with my approval as chairman of department

Signature 

MR. D. NGABA
CHAIRMAN, DEPT. OF BUSINESS ADMINISTRATION

..... 6.03.07

DATE

DEDICATION

This project work is specially dedicated to my parents, Mr. & Mrs. Muniko Meremo who have sacrificed a lot to enable their children acquire education.

ACKNOWLEDGEMENT

To the Almighty Lord, for His continuous grace upon me during this period of study.

Special thanks to the supervisor, Ms. Judith Oluoch for her continued support and guidance during the whole period of the preparation of this project.

To my dear wife Margaret and the children who missed my presence in the course of the study and the immense encouragement they accorded me.

Special acknowledgement to Mrs. Anne Mosenda, my brother and my colleagues in this struggle; Lucas Matiko, Jacob Onyiego, Samwel Mutukaa and Evans Oyoo for their gainful insights.

Lastly, to the staff of Tarang'anya High School in particular and to those who directly or indirectly gave me support within this period.

KENYATTA UNIVERSITY LIBRARY

ABSTRACT

To all intents and purposes; this study investigated factors that influence motivation amongst Local Authority workers. It is true that the employees and employer are interdependent. Whereby the employee expects some needs to be met by his/her employer. Conversely, the employer requires the employee for the production process. This study effort was expended to bring to light the motivational needs of these workers. Motivation is not one-size-fit-all affair. Firms use incentives to encourage efficient behaviour. Appropriate incentives increase output and decrease internal monitoring course. No longer can leaders hire workers and expect to get already motivated individuals. At the end of the study recommendations were made on how best to alleviate motivational problems or how to reduce them to a bare minimum. The study was procedurally organized into the following key areas: Introduction, Literature Review and Methodology. The Introduction looked at: the background, statement of the problem, objectives, significance, justification and delimitation of the study. The Literature Review part encapsulated selected content and process theories on motivation. The Research Methodology laid out methods employed to sample and capture responses from Kehancha Municipality workers. The random sample of workers were furnished with questionnaires to complete. The responses generated were analyzed by use of various statistical tools. The true findings were recorded and suggestions made on motivational or demotivational factors facing employees of Local Authorities.

TABLE OF CONTENTS

DECLARATION	ii
DEDICATION.....	iii
ACKNOWLEDGEMENT	iv
ABSTRACT	v
TABLE OF CONTENTS	vi
LIST OF TABLES.....	ix
LIST OF FIGURES	ix
LIST OF ABBREVIATIONS.....	x
DEFINITION OF TERMS	xi
CHAPTER ONE	1
INTRODUCTION	1
1.0 OVERVIEW	1
1.1 BACKGROUND INFORMATION	1
1.2 STATEMENT OF THE PROBLEM.....	5
1.3 OBJECTIVES OF THE STUDY.....	6
1.4 RESEARCH QUESTIONS	6
1.5 SIGNIFICANCE OF THE STUDY	7
1.6 JUSTIFICATION OF THE STUDY	7
1.7 SCOPE OF THE STUDY.....	8
1.8 LIMITATIONS OF THE STUDY	9

CHAPTER TWO	10
LITERATURE REVIEW	10
2.0 INTRODUCTION	10
2.1 MOTIVATION	10
2.2 SELECTED THEORIES ON MOTIVATION.....	17
2.3 EMPIRICAL STUDIES	23
2.4 THEORETICAL FRAMEWORK.....	25
2.5 CONCLUSION.....	33
CHAPTER THREE	35
RESEARCH METHODOLOGY	35
3.0 INTRODUCTION	35
3.1 RESEARCH DESIGN.....	35
3.2 TARGET POPULATION	35
3.3 SAMPLING DESIGN	36
3.4 DATA COLLECTION INSTRUMENTS	37
3.5 DATA COLLECTION PROCEDURES	38
3.6 PILOT STUDY.....	38
3.7 DATA ANALYSIS AND PRESENTATION	39
CHAPTER FOUR	40
DATA ANALYSIS AND PRESENTATION OF RESULTS	40
4.0 INTRODUCTION TO DATA ANALYSIS.....	40
4.1 QUANTITATIVE ANALYSIS.....	40

4.2 QUALITATIVE ANALYSIS.....	56
4.3 SUMMARY OF DATA ANALYSIS.....	57
CHAPTER FIVE	59
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	59
5.0 SUMMARY.....	59
5.1 CONCLUSIONS	60
5.2 RECOMMENDATIONS.....	61
5.3 SUGGESTIONS FOR FURTHER STUDY.....	62
REFERENCES	63

APPENDICES

Appendix I: Letter of introduction to the worker	66
Appendix II: Questionnaire for staff.....	67
Appendix III: Abridged table of random numbers	71
Appendix IV: Time schedule.....	72
Appendix V: Cost estimates	73
Appendix VI: Authority letter to collect data	74

LIST OF TABLES

Table 1. 1: Municipal Councils Expenditure in (Kshs. Million)	4
Table 3 1: Distribution of Kehancha Municipal Workers Per	36
Table 4. 1: Table showing the distribution of respondents by educational ...	42
Table 4. 2: Table showing the distribution of respondents by working.....	43
Table 4. 3: Table showing the needs of the workers.....	45
Table 4. 4: Job factors that cause satisfaction.....	47
Table 4. 5: Job factors that cause dissatisfaction	51
Table 4. 6: Comparison between means of importance of job factors and....	53
Table 4. 7: Frequencies and percentage of respondents' responses on.....	54

LIST OF FIGURES

Figure 4. 1: Pie chart showing the distribution of the respondents by.....	41
Figure 4. 2: Pie chart showing the distribution of the respondents by.....	43
Figure 4. 3: Bar graph showing the distribution of the respondents by.....	44
Figure 4. 4: Pie chart showing responses on job factor: status	48
Figure 4. 5: Pie chart showing responses on job factor: achievement	49
Figure 4. 6: Pie chart showing responses on job factor: work itself.....	50
Figure 4. 7: Bar graph showing whether the workers enjoyed working.....	55

LIST OF ABBREVIATIONS

A.L.G.A.K.:	Association of Local Government Authorities of Kenya
G.O.K.:	Government of Kenya
H.R.D.:	Human Resource Development
K.D.D.P.:	Kuria District Development Plan
K.L.G.R.P.:	Kenya Local Government Reform Program
K.M.C.:	Kehancha Municipal Council
L.As:	Local Authorities
N.D.P.:	National Development Plan

KENYATTA UNIVERSITY LIBRARY

DEFINITION OF TERMS

- Extrinsic:** These are job factors related to the environment and not work itself.
- Human Resource Development:** Developing or upgrading existing personnel resources.
- Intrinsic factors:** These are job factors that are related to what a person does and not the situation in which the worker does it
- Job dissatisfaction:** A negative emotional state resulting from the appraisal of one's job or experience.
- Local authorities:** An extension of the Central Government created by a the Local Government Act, Cap 265, Laws of Kenya.
- Motivation:** The individual internal process that energizes. Directs and sustains behaviour.
- Need:** An internal feeling caused by deprivation.
- Work:** A piece of assignment whether mental or physical
- Working conditions:** The context in which the work is done.

CHAPTER ONE

INTRODUCTION

1.0 OVERVIEW

This chapter is going to encompass the following: background information, statement of the problem, objectives of the study, research questions, significance of the study, justification of the study, scope of the study and limitations of the study.

1.1 BACKGROUND INFORMATION

The setting of goals in an organization and the extent to which they are attained is greatly influenced by the degree to which workers are motivated to execute the jobs that are expected of them. Thus employees can make or break an organization.

Finer (2000) asserts that employees' performance level never exceeds 50% of an individual's capacity to perform. Many stunt and wallow in low morale. This leads to poor performance and lack of professionalism which is an organization's worst nightmare.

What then contributes to employee motivation? People join organizations with formed expectations. That their participation in the organization will satisfy their needs (physiological, security, social, esteem, self-actualisation).

Corollary they are willing to sacrifice their time, money, knowledge, energy etc in exchange of satisfaction from the organization.

Sagimo (2002) states that organizations are always faced with the problem of finding positive incentives or reducing negative incentives for their staff. This is an attempt to reduce staff demotivation.

However, one of the major problems of trying to create job motivation is the fluidity of human needs. Human needs are based on motives, whether consciously or unconsciously felt. The needs vary in intensity over time and among different people e.g. during times of recession and high unemployment workers will view pay as a satisfier but during prosperity they derive satisfaction from personal achievements than from income. It is these needs that evoke a drive within the worker. Drives are actions or behaviours that help accomplish a goal.

Until the 1950s it was thought that job satisfaction and job dissatisfaction are on the extreme side of each other (Mullins, 1990). It has been found out that job satisfaction is not the opposite of job dissatisfaction. By extension it was believed that withdrawal of factors that cause job satisfaction would automatically result in job dissatisfaction and vice versa.

Manifestations in Kenya have failed to recognize the motivational needs of L.As workers. This is in spite of the following:

- The role of L.As has been recognized by the G.O.K. The Government has identified decentralization and a stronger local government as an important tool for improving public sector management, governance and poverty alleviation. Furthermore L.As are viewed as vehicles to meet challenges of industrialization and the resultant urbanization as Kenya gears to be a newly industrialized nation by 2020 (N.D.P, 1994-1996)
- To facilitate industrialization L.As will: promote provision of appropriate infrastructure, operation and maintenance of vital urban services, taxation and licensing, land planning and development (N.D.P, 1997-2001).

L.As in Kenya experience pressure on the already strained facilities in the light of the high rate of population growth and urbanization, coupled with rising demand and expectations for quality services.

Plenty of evidence can be adduced to support the fact that L.As workers are a greatly disappointed lot. Most L.As spend up to 70% or more of their recurrent budget on wages of an over bloated staff that does not deliver (Economic survey, 2002).

Table 1. 1: : Municipal Councils Expenditure In (Kshs. Million)

Current Expenditure	1999/00	2000/01	2001/02	2002/03	2003/04
Labour cost	3,853.40	3,618.20	4,011.80	4,251.70	4,703.20
Other goods and services	2,171.40	2,825.90	2,838.00	2,874.00	2,980.00
Transfer funds (current)	28.40	46.80	48.00	50.20	68.00
Interest	10.40	7.20	4.80	5.50	38.00
Total	6,063.60	6,498.10	6,902.60	7,181.40	7,789.20

Source: Economic Survey (2004)

For efficient and effective service delivery L.As require adequately qualified, competent and well motivated employees (N.D.P 2002-2008). Other citations that show the dissatisfaction of L.As workers can be captured from the following newspaper headlines:

Daily Nation “Striking council staff to be fired”. D.Na “Dirty Market threatens supplies”. D.Na “City council given ultimatum”. D.Na “Dormant council to be scrapped”. D.Na “Bus Park reduced to garbage heap”. D.Na “Desperate want amid plenty in L.As”. D.Na “Civic bodies of shame”. D.Na “Civil servants to be patient in salary increment”. D.Na “Civil servants gearing up for work boycott”. D.Na “Who is responsible for corruption?”

Central to the success of L.As are workers. Indeed for L.As workers to deliver to expectations (both to employer and recipient of services) the workforce must be highly motivated. Therefore, a critical analysis of the efficiency of L.As must start from the human resource area. Whether the L.As worker is adequately motivated to do this.

1.2 STATEMENT OF THE PROBLEM

There has been an increment in the number of complaints about residents being offered poor services by Local Authority workers. The service payers have had to be content with uncollected garbage, delayed services, unreliable utilities etc.

Experience shows that majority of the Local Authority workers tend to feel that the work is “too” much for them. They have complained of the following: poor pay, lack of recognition, poor working conditions. This is characteristic of demotivated workers.

The key to effective management is the ability to encourage and motivate the staff. However, the ability to successfully motivate people depends on the understanding of their needs.

With the above in mind, the researcher explored and discovered factors either positive or negative affecting workers' motivation within Kehancha Municipal Council.

1.3 OBJECTIVES OF THE STUDY

The general objective of the study is to find out factors that influence motivation among employees of L.As.

Specific emphasis is:

- i) To identify job factors that cause job satisfaction among the employees of Local Authority workers.
- ii) To find out job factors that cause job dissatisfaction among the employees of Local Authority workers.
- iii) To determine the overall work motivation of Local Authority workers.

1.4 RESEARCH QUESTIONS

What job factors in cause job satisfaction among the Local Authority workers?

What job factors cause job dissatisfaction among the Local Authority workers?

- i) What is the overall work motivation of Local Authority workers?
- ii) What job factors cause job dissatisfaction among the Local Authority workers?
- iii) What is the overall work motivation of Local Authority workers?

1.5 SIGNIFICANCE OF THE STUDY

- i) It has shed light on management in trying to understand the expectation of workers. In doing so work is going to be made as pleasing as possible. If the workers' expectations are met work is not only going to be pleasing but of high quality. This is because employees will work more willingly, efficiently and effectively.
- ii) The study has revealed opportunities for further studies. Gaps have been identified and suggestions for further research made at the end of the study.
- iii) The study has made a contribution to existing literature on problems facing L.As. The study has revealed a want in motivational needs of workers

1.6 JUSTIFICATION OF THE STUDY

In the 9th N.D.P. (2002 – 2008) the G.O.K. recognized the transfer of some key operations such as provision of basic services: health, education and maintenance of roads to L.As. The G.O.K. (N.D.P, 1997-2001) advocates for achievement of the status of a newly industrialized country by the year 2020.

It is clearly evident that L.As will have to play a pivotal role in the attainment of both economic and industrial take-off in Kenya. Needless to say that the staff must be well motivated so as to realize full potential at their work places.

Simpson (1995) cites the following as indicators of demotivation. Increasing absenteeism, low output, wastage of raw materials, frustration and unrest in work force, defiant and violent behaviors, confrontation with supervisors, strikes, abusive language and violent demonstration.

To some extent these factors are displayed by L.As workers. Then there is need to find out a way that L.As can provide the context within which high levels of motivation can be achieved by among other things: providing proper incentives and rewards, satisfactory work, opportunities for learning and growth.

1.7 SCOPE OF THE STUDY.

The study was conducted at K.M.C in Kuria District. This is a unique municipality in that it covers the whole district. Hence Kuria District and K.M.C. cover the same area. The simple reason being to generate enough revenue for its operations. K.M.C borders the following: Migori District to the North, Trans-Mara District to the East, Tanzania to the South-East. It has a total area of 574 km². The head office is located between Latitudes 1¼⁰ South and 1½⁰ South, Longitudes 34¼⁰ East and 34½⁰ East.

The council is structured into the following committees: finance, staff and general purposes, town planning and markets, education, environment and public health, works and social services. The staff is made up of 90 workers (K.D.D.P., 2002 -2008)

1.8 LIMITATIONS OF THE STUDY

- i) Being faced with time and money constraints. It was not possible to look at all desired variables.
- ii) Some respondents were not willing to respond.
- iii) Conclusions based upon a sample population are valid to the extent that the sample was representing the total population.

CHAPTER TWO

LITERATURE REVIEW

2.0 INTRODUCTION.

In a nutshell this chapter on Literature Review has delved into the following areas: motivation, selected theories on motivation, empirical studies, theoretical framework and conclusion.

2.1 MOTIVATION

Nzuve (1999) defines motivation as the individual internal process that energizes, directs and sustains behaviour. Okumbe (1999) defines motivation as the process that starts with a physiological or psychological deficiency or need that activates behaviour or a drive that is aimed at a goal or incentive productivity.

In the organizational context, motivation can be viewed to be a desire to exert high levels of effort to achieve organizational goals. Subject to the organization's ability to satisfy some worker's needs. There are three pointers to motivation, namely: needs, effort and organizational goals.

Needs

A deprivation that causes an internal state that makes outcomes appear attractive. An unsatisfied need creates tension that stimulates drives within an

individual. This results in a search behaviour to particular goals which if attained will satisfy the need(s) and minimize tension. It can be deduced that motivated employees are in a state of tension but because of the focus on work related behaviour, this tension reduction effort is directed towards organizational goals. This is suggestive that individual needs must be in unison with organizational goals.

Effort

It is a measure of intensity of cognitive or physical energy expended to accomplish a task. A motivated individual works hard, however, this hard work should be contingent upon organizational goals.

Organizational goals

These are targets sought after by the organization. In most firms top on the list is profit maximization. Other goals include quality products, efficient and effective production, being a market leader etc.

In this regard motivation can be thought as a need satisfying process. People join and work in organizations in order to satisfy their personal needs. Organizations use incentives to attract people to contribute and put their efforts towards achieving organizational goals. Hence the continued existence of an organization depends on its ability to attract and motivate people.

Smith (1996) examines both individual needs that give satisfaction at work and human needs at work. If the degree of motivation is too sufficient Smith suggests each individual must: feel a sense of achievement in the job they are doing, feel that the job is challenging, demanding and best for them, receive adequate recognition for their achievement, have control over aspects of the job, have a feeling as individuals they are developing and advancing in experience and ability.

Simpson (1995) asserts that manifestation of motivation of employees include: high performance, high energy, enthusiasm and determination to succeed, willingness to adapt to change, settling not wanting to leave the job.

Nzuve (1996) states since motivation can only be manifested through behaviors. It can be measured directly. Measurement can only occur where such motivation has resulted in observable behavior. Research on motivation delves on the following:

i). Biogenic motivation

This originates as a result of satisfaction of physiological necessities to maintain physiological equilibrium. A biogenic motive is unlearned e.g. hunger, thirst. They are not easily determined by the social or cultural influence.

ii). Psychogenic motivation

These are internal motivators resulting from internally set goals. They are entirely personally acquired. They could result from individual preferences, personal ambitions, emotions based on one's peculiar reference frame, anchorage or prestige.

iii). Sociogenic motivation

This is acquired in the course of one's growth and maturation in a social setting e.g. a firm. Sociogenic motives are derived as a result of interaction in the socio-cultural environment e.g. normative and cultural behaviour.

According to a compilation on issues raised in a workshop by the Common Wealth Secretariat (1995) it is important to motivate individuals in an organization for the following reasons:

Motivated staff is always looking for better ways of doing the job.

- i) Motivated staff is concerned about quality
- ii) Motivated staff is more productive than a pathetic staff.

It is therefore important to motivate because human needs are directly connected to the action that attempts to satisfy these needs.

Silver (2000) states that staff is motivated to invest their energy in various actions. People join and work in organizations in order to satisfy their

personal needs. Thus they are attracted to organizations that have the means of satisfying these needs; also referred to as incentive or rewards. Organizations use incentives to induce people to contribute and put their efforts towards achieving organizational goals.

Mumford (2000) asserts that employees did not simply see their job as a means to an end, but they had needs which related to the nature of their work. He suggested that workers have the following needs: knowledge needs, psychological needs, task needs and morale needs.

Wright (2002) sights the following to be sources of motivation:-

(i) Fun

There are some workers that really want to enjoy the work they do. Many who enjoy the activities at work look forward to the day each morning. The opposite can be true of workers who do not enjoy the tasks they perform but may like social activities after work. These are the individuals that get excited at the end of the day – knowing that fun can now begin.

(ii) Rewards

Many workers need to know their work will be rewarded to be motivated to perform. People motivated by rewards will look beyond whether they are getting something tangible for their work. They will also consider what

others are getting for their work and often will compare their output with others.

(iii) Reputation

People motivated by reputation have a strong need to enhance their image or esteem with others. Many people always want others to think highly of them.

These are people who would want to save their face in the public eye, they take great pride in their appearance, in the clothes they wear, the cars they drive, their neighbourhood and other outward things. These people are seeking approval from others.

(iv) Challenge

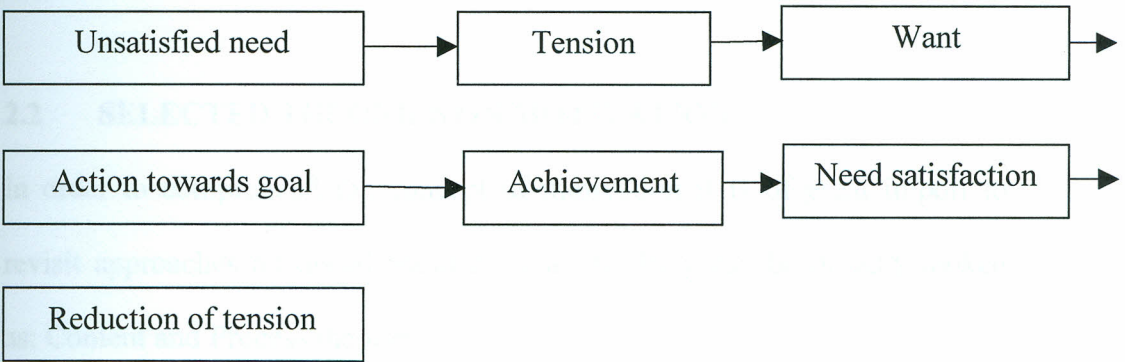
These people have extra ordinary levels of self concept – internal. They tend to motivated from within and like to challenge themselves with new skills and developmental opportunities.

(v) Purpose

These individuals look beyond themselves. They believe in what the organization is doing. If they agree with what the organization stands for and what the company is trying to do, then they will join in and give their fullest efforts to achieve organizational goals. They are often found volunteering in jobs trying to make a positive for society as a whole.

Bryan (2003) contents that motivation is crucial to every organization that seeks to effectively succeed. Motivated employees are something that some organizations have and many others wish to have.

Model of the motivation process



Effective motivation creates job satisfaction which results in cordial relations between employer(s) and employee(s). Without motivation, the workers may not put their best efforts and may seek satisfaction of their needs outside the organization.

Researchers in the field of motivation by consensus agree that motivation plays an important role in the productivity of employees. Albeit there is no panacea to motivation.

Tarkenton (1988) notes that there is evidence that satisfaction perse can actually be dysfunctional because it begets complacency and relaxation.

Motivation itself is complex. However, if each employee seeks to satisfy needs at his/her work place, then the task of motivating all the workers becomes very challenging. The employers should look at their employees carefully to understand them and then put in place well-tailored measures that meet individual needs.

2.2 SELECTED THEORIES ON MOTIVATION

In order to comprehend the concept of motivation it is of great import to revisit approaches advanced about motivation. They can be broadly looked as: Content and Process theories.

Content theories: These theories assume that all individuals possess the same set of needs.

Process theories: Their premise rests upon the assumption that there are differences in people's needs and focus on the cognitive process that create these differences.

2.2.1 Maslow's Need – Hierarchy Theory

Advanced by Maslow. Sagimo (2002) stresses that man's needs are in a hierarchical order of importance. The hierarchy of needs starts with the most basic ones like food, shelter etc before being followed by more complex needs. The major emphasis is that individuals satisfy or achieve lower level needs before the higher level needs emerge as motivators.

On the basis of clinical observation Maslow established the Hierarchy of Needs theory based on the following assumptions:

- a) A satisfied need is not a motivator.
- b) That man is a perpetually wanting animal.
- c) That human needs are arranged in a series of levels.
- d) That man has biological, psychological and spiritual needs.

He also stated that money is an important motivator but it does not satisfy all the needs. The import of money as a motivator tends to dwindle the higher you go up the hierarchy.

The other general observation made is that workers in developing countries tend to be preoccupied with security needs contrary to workers in developed countries where higher needs are overriding.

According to Maslow there are 5 levels of needs.

Physiological/Basic needs

They include the need for nourishment, clothing and shelter. These needs will be satisfied before a worker moves on to higher needs. Satisfied needs will only be in existence in a potential fashion in the sense that they may emerge again to dominate the worker if they are not sustained. At the work place these physical needs must be equated with pay rate, pay practices and with the physical conditions of the job.

Safety needs/Security needs

The need to be free from danger. Either from other people or from the environment. The desire for a job with tenure and permanency. The desire for protection against disease, misfortune, old age in form of various insurance coverage is reflective of this need. These needs are catered for by the general safety laws, social security, company philosophy, labour laws, and collective agreements.

Social needs/Belonging needs

The individual feels the need to work in a cohesive group and identify with it. He/she develops a need to love and to be loved by a group. It is not easy to build such social relations in a large organization. The management has a tendency to meddle with overall satisfaction of love needs for fear that the resultant groups might accost them and cause serious harm to the organization.

However, close relations can be built with at least some fellow workers.

Esteem needs/Ego – needs

It is a reflection of the desire for status, adequacy, confidence, recognition, appreciation, respect and prestige in the workgroup or work place. Satisfaction of ego-needs begets feelings of self-efficiency, worth, strength, capability of being useful and necessary to the world. Absence of these needs churns out feelings of inferiority, weakness and helplessness. With such feelings panic and disillusionment sets in. In the job context esteem needs

may mean praise for a job well done, respect for the superior as a person and a contributor to the goals of the organization.

Self-actualization needs/Self – fulfillment needs

Self-fulfillment needs are the least compelling and last to emerge. At this level the employee gives up dependence on others or on the environment. He/she becomes growth oriented, self-directed, detached and creative. This is the need which is totally embedded within oneself and there is no demand from any external situation or person. However, these needs remain relatively dormant in many people because there are very limited openings in our modern industrial set-up to allow everyone to actualize the self. Davis (1977) asserts that self-actualization is for most people a need that will motivate them for the rest of their lives.

Though the Needs-Hierarchy theory is widely accepted, easy to comprehend, has a greater deal of common validity and points out some factors that motivate people. It suffers from the following limitations:

- Alderfer (1990) conducted a cross-sectional study of need strength. The conclusions of the study failed to support the hierarchy concept as described by Maslow.
- Abwao's (1981) study on motivation of non-managerial hotel workers in Nairobi, indicated a hierarchy that started with love needs as the most important as opposed to basic needs in Maslow's. The love needs were

followed by esteem, basic, self-actualization and finally safety needs in that order. The study suggested that the employees may have aspects peripheral to the work station which provide better security measures than those provided within the work environment.

- Its inability to recognize that human needs shift back and forth under different circumstances.

It does not take into account that it is not necessary to satisfy one need level before another emerges. It is possible for some needs to occur simultaneously and be satisfied so.

- Luthans (1999) argues that Maslow formulated this theory on the basis of clinical observation and did not test it through systematic research.

2.2.2 Expectancy Theory

It was advanced by V. Vroom in 1964. Vroom's work was an extension of psychologists such as Tolman, Lewin, Peak and Atkinson (Sagimo, 2002).

Vroom asserts that motivation is a product of three factors: how much one wants a reward (valence), estimate of the probability (expectancy) and one's estimate that performance will result in receiving the reward (instrumentality).

$$\text{Valency} \times \text{Expectancy} \times \text{Instrumentality} = \text{Motivation}$$

Valency

Valency refers to the strength of a person's preference for receiving a reward. Valency can be of extrinsic or intrinsic value. Pay increases, promotion and recognition by superiors are positive. Negative valences are reprimands, job pressures, stress and interpersonal conflicts. Valence to work may vary with age and the type of work. Thus to motivate employees; it is not just enough to offer them some rewards. They must also feel reasonably convinced that they have the ability to obtain the reward.

Expectancy

The perceived relationship between effort and level of performance. This will depend on the requisite skills and ability of the individual and also on his/her perception of the most appropriate way of obtaining his/her objectives.

Instrumentality

The belief that the reward is forthcoming after completion of a task.

Although Vroom's theory does not directly contribute to techniques of motivating workers in an organization. It is of value in analyzing organizational behaviours. It is important to remember that Expectancy is based on personal perceptions. Two employees in identical situations may not exert equal efforts because they perceive different expectations. It is of import to note that personal perceptions are influenced by experiences, observations of others and future anticipations (Cherrington, 1999).

Okumbe (1998) suggests that the kind of valence that workers attach to outcomes is influenced with such factors as age, education and type of work.

The Expectancy theory recognizes that there is no universal principle that explains what can motivate everyone (Nzuve, 1999).

However, it has been criticized for over-intellectualizing the cognitive process that individuals use when selecting alternative actions (Okumbe, 1998).

To sum up, recent findings published by Herzberg and Blanchard (2001) list the following as influencing motivation: advancement, autonomy, caring bosses, company philosophy, fringe benefits, improved communication channels with top management, responsibility, good working conditions, tactful disciplinary machinery, good wages, clear promotion, and growth opportunities.

Though there is a wage system put in place by L.As. Absence or unsatisfactory application of the above motivational factors has negatively impacted on L.As.

2.3 EMPIRICAL STUDIES

Various studies at the work place (L.As) have yielded invaluable insights.

Adhiambo, Mitullah and Akivago (2000) in a study “Management of Resources by L.As: a case study of Local Authority Transfer Fund in Kenya”, revealed the following: workers were dissatisfied with how human

resource practices were administered, the pay was low and the working conditions were not conducive. They concluded that proper motivation could help boost output.

Report on the Commission of Inquiry on L.As in Kenya (1995) revealed the following. That most L.As lack a comprehensive human resource development policy. Recruitment at the lower grades (10-20) is done by L.As without any criteria, to a great extent based on non-professional considerations. Training is done on ad-hoc basis. On completion of training the officers are not given an opportunity to make use of the knowledge. Misplacement of expertise in the L.As has contributed to the frustration and low staff morale characteristic of the L.As.

Mbugua P. and Chana R. (1999) in a study “Human Resource Development Strategy for L.As in Kenya”, sampled out various municipalities to study problems cutting across the board. About Machakos municipality they wrote that major problems are: low revenue collection, difficulties to fill vacant posts because of cumbersome recruitment practices and an unattractive salary structure, low morale. They end up recommending a better package and training so as to boost motivation/morale and productivity.

The need for reforming L.As has been cited by the A.L.G.A.K in a study titled “Kenya Local Government Reform Programme (2000)” so as to

improve delivery of services in L.As. The following findings were revealed: though individual L.As employ workers from scale 10-20, this exercise is done haphazardly, characterized by favouritism and nepotism. In most L.As training is not well-coordinated because of lack of appropriate policies and strategies. Transfers are mainly punitive.

2.4 THEORETICAL FRAMEWORK

Herzberg's Two Factor theory has served as the theoretical framework of this study.

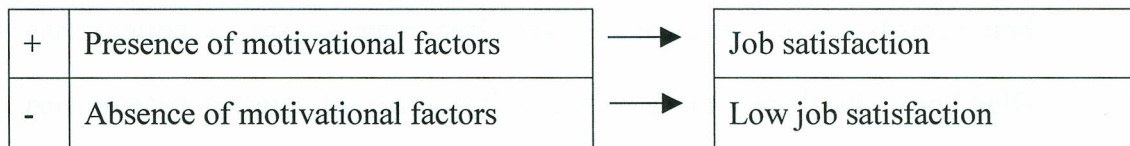
Herzberg studied the work and attitudes of some 200 engineers and accountants from 11 firms in Pittsburgh, U.S.A using the Critical Incident technique. This is whereby one is asked to cite favourable and unfavourable incidents about the job. It focused on aspects of the job and its setting. From the original research two sets of incidents responsible for jobs satisfaction and job dissatisfaction seemed to emerge from these interviews. Using an analogy from the medical field he termed them:

- i) Motivational factors
- ii) Hygiene factors

Motivational factors

These factors cause job satisfaction and can lead to good job performance. If not present they do not cause job dissatisfaction but lead to low job

satisfaction. Herzberg asserted that the presence of motivators in the work place caused enduring states of motivation in employees. This relationship can be illustrated as follows:



The following are motivational factors:

- **Achievement**

According to Herzberg top of these factors is achievement. It may be viewed as an opportunity for the worker to use his/her abilities to make a worthwhile contribution to the attainment of the goals of the firm.

- **Recognition**

Employees have a need for recognition which contribute to a state of a meaningful job. This entails credit for work done, support from management through verbal praise for excellent work, public recognition through awards. Nzuve (1999) proposes recognition by praising and communicating individual and team success. The effects of recognition rewards on motivation depend normally on whether the reward is based on performance. A hard working worker expects greater recognition award than a non-performing worker

- **Work itself**

This is what is done as a task by the worker. Nzuve (1999) contends that people derive satisfaction when they are able to use their mental and physical abilities and skills on their jobs. He further suggests that employee participation in management decisions can increase job satisfaction and performance because by participation the need for socialization and self-esteem of the worker is increased.

Thus work should be made more interesting, appealing, meaningful, rewarding and challenging. This can be achieved through job enrichment, job enlargement, flexitime etc. In as much as these are instituted there should be prompt feedback on the work done.

- **Upward advancement**

This is when chance is created for a worker to function at a higher level. For true personal growth; opportunities for training and development must be availed.

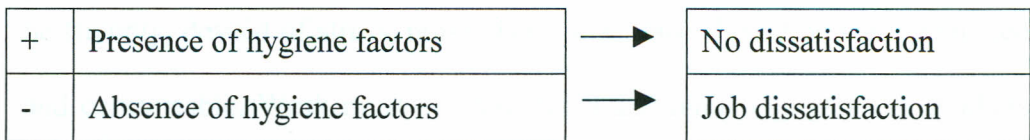
- **Responsibility**

The freedom and independence of action within defined parameters e.g. time frame, quality. This can also be manifested in the acquisition of new duties and participation in decision making.

The Motivational factors discussed above directly influence motivation, they are reflective of persons need for self-actualization. Unsatisfying work factors will cause general dissatisfaction but are not unilaterally responsible for motivation decline.

Hygiene Factors

As formulated by Herzberg, these factors are preventive and environmental. They concern the setting in which the job is executed and relate to the work place. They include physiological, safety and social needs. When present hygiene factors lead to a feeling of no job dissatisfaction. In their absence there is job dissatisfaction. This relationship can be illustrated as follows:



Although hygiene factors produce an acceptable working environment they do not lead to an increment in job satisfaction. Nevertheless hygiene factors must be there at certain levels so that an individual can start to be motivated.

The motivational factors come in when the hygiene factors are already in existence. Hygiene factors are maintenance needs and they represent the need to avoid pain.

The following are Hygiene factors.

- **Salary**

This is inclusive of different forms of rewards and compensation. Besides the basic pay, there should be other fringe benefits such as house allowance, medical and insurance cover, lunch scheme e.t.c.

Money is a strong motivator for almost all employees. It provides for most of their basic needs and higher needs. Too little money causes job dissatisfaction. Rewards for performance must be commensurate with skills brought in an organization.

- **Physical working conditions**

The context within which work is carried out. The setting of the work should be friendly, devoid of stress, noise. The work place should be well ventilated and comfortable. Work must be naturalized and made enjoyable. If workers are worried about the context of work, safety at work; much effort would be wasted in ensuring availability of these things. Their mental faculties will not be focused on the job. An attractive physical setting is suitable for high performance.

- **Job security**

The need to feel secure. A feeling of being able to hold on the job, being sure of the job in future as in the past. Flippo, E.B. (1984) proposes that the need for security of jobs is top in the list of priorities for many employees and

labour unions. This is because of the emerging threats from new technologies and the recurrent economic slump.

Job security may be provided in form of job tenure, insurance cover, pension scheme and medical opportunities.

- **Leadership style**

The effectiveness of a leader's behaviour is indicated by the degree to which the manager meets both the organizational goals and satisfies the workers' needs. Owens (1981) discusses motivation of workers as a concept of effectiveness in leadership. According to him, leadership is marked by followers being motivated to do what the leader indicated because the former find it rewarding and satisfying to do so.

According to Nzuve (1999) the effectiveness of a leader is expected to increase when there is a match between leadership styles and situations. A leader can choose a leadership style (e.g. authoritarian or democratic) and also the modus operandi (e.g. team work or directive, problem-solving or rule-following). All in all the leader's behaviour should be an inspiration for the workers to emulate.

The successful leader is one who has the ability to clear issues, provide a feeling of group identity, stimulate discussions, cement inter-group

relationship and provide consensus. In terms of personal attributes a good leader is usually committed, objective, articulate, persuasive and has initiative. A leader requires certain values, beliefs, skills and an understanding to be effective.

- **Interpersonal relationship**

This need is about developing good rapport with supervisors, peers and subordinates. The relationship should be warm and cordial. It should be mutually satisfying for members in the organization.

- **Company policy and administration**

It is from the company mission, goals and objectives that the above are derived from. The company must be strategically set-up and run so as to achieve its targets. The organization of the company should be such that it creates opportunities for self-expansion, growth and development. In most workers there is a strong need for going up in their careers as years go by. The administration should provide a leeway for this.

Company policies are guidelines on how work should be carried out. They should be regulatory and not strait-jackets. Cumbersome policies nip-off creativity and the zeal to work.

- **Status**

This refers to a feeling of being in an organizationally high or valued position and wanting to be treated as such.

From the above discussion Herzberg drew some conclusions.

- Motivational and Hygiene factors are not on opposite end points of a single continuum. Things that motivate people at work are not the opposite of the things that cause dissatisfaction and vice versa.
- Job satisfaction and job dissatisfaction appear to be caused by a different set of factors.
- The things that make the staff dissatisfied are generally related to the job context. Makers of job satisfaction are related to job content.

However, Herzberg's Two Factor theory faces the following criticism:

- The group of 200 engineers and accountants interviewed had their lower order needs such as physiological, safety and even social needs by and large satisfied. The theory may only be of relevance for better-paid executives in developed countries.
- It used the Critical Incident technique that has low validity as respondents were involved in self-reporting on happy and unhappy experiences concerning their jobs (Mumo, 2000).
- No attempt to measure the relationship between satisfaction and performance.

Despite the criticisms leveled against Herzberg's Two Factor theory it continues to thrive because of the following reasons:

- Okumbe (1998) asserts that the theory extends Maslow's Need - Hierarchy theory and McGregor's Theory X and Theory Y.
- It seems to be based on real life rather than academic abstraction.
- It is also in agreement with a fundamental belief in the dignity of labour and that work is good.
- Saleemi (1997) points out that the theory is the most effective technique of intrinsic motivation in job enrichment, upgrading of the job in terms of the responsibility and challenging work.

2.5 CONCLUSION

It is important to motivate workers in an organization for the following reasons:

- A motivated worker is always looking for better ways of doing his/her job.
- A motivated worker is preoccupied with the quality of his/her output.
- A motivated worker is more productive than an apathetic one.

Studies have been carried out in Kenya on the performance of L.As, albeit most have heavily leaned on the financial performance of L.As.

It is not clear why some workers are more motivated than others. There is need to conduct a research to find out the contributory factors to worker motivation.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 INTRODUCTION

This chapter details out the methods that were used to carry out the research proper. It is divided into the following sections:

3.1 RESEARCH DESIGN

The design of the study was descriptive. Descriptive research studies are designed to obtain pertinent and precise information concerning the current status of phenomena and whenever possible to draw valid general conclusions from factors observed. The methods are non-experimental for they deal with relationships among non-manipulated variables. Since the events or conditions have already occurred or exist. The researcher merely selects the relevant variables for analysis of the relationship.

K.M.C workers listed the Motivational and Hygiene factors that have a bearing on job satisfaction and job dissatisfaction respectively within their work.

3.2 TARGET POPULATION

It was all the employees of Kehancha Municipal Council. Their number is 90.

Table 3. 1: Distribution of Kehancha Municipal Workers Per Department

DEPARTMENT	NUMBER OF WORKERS	SAMPLE
Finance	10	7
Staff and general purposes	20	7
Town planning and markets	20	7
Education	15	7
Environment and public health	10	7
Works and social services	15	7
TOTAL	90	42

Source: Kehancha Municipal Council (2006).

3.3 SAMPLING DESIGN

Rarely can an investigation test all the variables in a category. Some selection is necessary to obtain a manageable size of the variables. An ideal sample should be large enough so that the researcher can be confident within limits that a different sample of the same size would be drawn using the same procedure to give approximately similar results.

According to Gay (1992) the minimum acceptable sample for a survey is 10% for a large population and 20% for a small population.

Out of the 90 employees of K.M.C a sample of 42 workers was drawn. To obtain this sample random sampling was employed. In sampling the researcher allotted all the workers with random numbers. The random numbers were adapted from Sommer (1986:273). Each worker was assigned a two-digit number from the abridged table of random numbers. Workers from the six departments with the highest values of numbers were selected for the study. It is these 42 workers who were subject of the study and a generalization was drawn from their responses.

3.4 DATA COLLECTION INSTRUMENTS

The researcher used a questionnaire as the main instrument for data collection. Using a questionnaire method has the advantage that the respondents remain anonymous, can be more truthful and proffers more time to think about the questions. This may result in more meaningful answers (Piel, 1985).

The questionnaire was composed of four parts; Part A, B, C and D.

Part A contained items about the personal data of the worker.

Part B and Part C were made up of closed items aimed at assessing motivational factors within the job. These job factors include: work content, promotion, remuneration, recognition, working conditions, interpersonal

relations, supervision, job security, status, company policy and administration.

Part D contained open-ended questions. It aimed at probing further about factors that may not have been provided for in the closed items.

In coding, the factor items were scored from a five point Likert scale.

3.5 DATA COLLECTION PROCEDURES

The researcher administered the questionnaires in person to the respondents. This was after explaining the purpose of the study, assuring confidentiality to the workers. It was in good taste to go through some of the items so as to make clarifications to the respondents.

However, when the respondents required more time for completion, then the researcher left the questionnaire with them and arranged to come and collect them the soonest possible. Where the researcher was faced with refusal to participate by a respondent, immediate substitution of the said respondent was necessitated.

3.6 PILOT STUDY

The researcher conducted a reconnaissance study of would-be respondents. Six workers filled the questionnaire for pre-testing. The reason for piloting was to create a rapport with them. It also presented an opportunity to test the validity and reliability of the instrument. Piloting also helped to pick out

ambiguities and to ascertain if the required data was gotten from the instrument. It also mirrored the approximate time needed to complete the questionnaire.

If it so happened that anomalies were discovered, they were corrected before the instrument was released to the sample population.

3.7 DATA ANALYSIS AND PRESENTATION

Upon completion of collection of data, the researcher proceeded to analyze it. In data analysis the researcher computed descriptive and analytical statistics. This involved computing frequency distributions, means, modes, standard deviations by using Scientific Package for Social Services (S.P.S.S). Responses to every question was sorted out into categories of job factors and frequencies. Ranking of factors in each question was done. This was according to the frequency of responses.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION OF RESULTS

4.0 INTRODUCTION TO DATA ANALYSIS.

Data analysis involves a number of closely related operations that are performed with the purpose of summarising the collected data and organising it in such a manner that they answer the research questions (Kothari, 1985). There are two methods of data analysis depending on the type of data collected, namely qualitative and quantitative data analysis. In this chapter, an attempt has been made to analyse the data collected during the study and present it in the most appropriate ways.

4.1 QUANTITATIVE ANALYSIS

Quantitative data analysis involves the use of statistics to summarize the results and make generalisation to the population. It is mainly done for quantitative research designs such as descriptive research, causal comparative research and correlation research. It involves use of descriptive statistics such as means modes, percentages and frequencies (Mugenda, 1999). The study was descriptive in nature and thus quantitative analysis was done as discussed below. The data from the study was organized, coded and analyzed by aid of a computer. The Statistical Package for Social Sciences (SPSS) version 9.0 was used. Most of the data collected was descriptive and therefore frequencies, percentages, means and standard deviations and graphs were

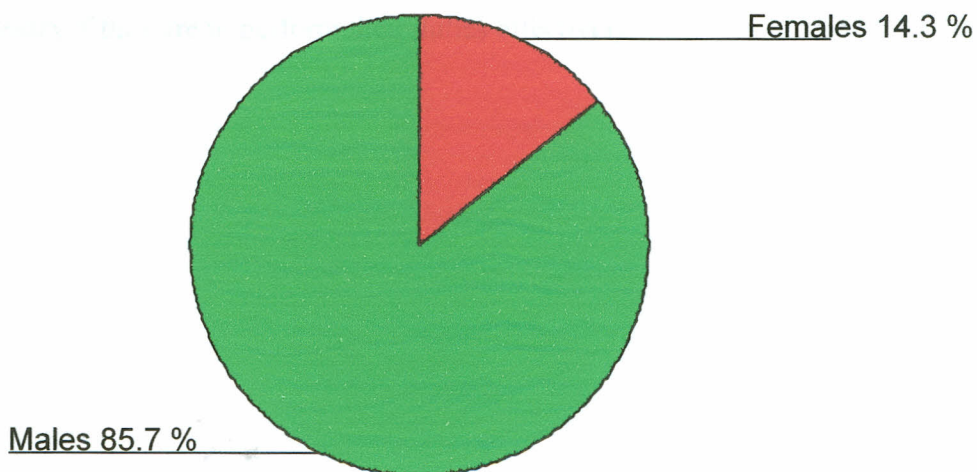
used to present the results. Data analysis and presentation was guided by the research questions.

4.1.1 Demographic data of the respondents

The sample consisted of forty two respondents of varying gender, level of education and working experience drawn from the six departments in the Kuria Municipal Council.

The sample consisted of 36 males (85.6%) and 6 females (14.3%). There are seemingly more males than females working for the local authority.

Figure 4. 1: Pie chart showing the distribution of the respondents by gender



Source: Field Survey

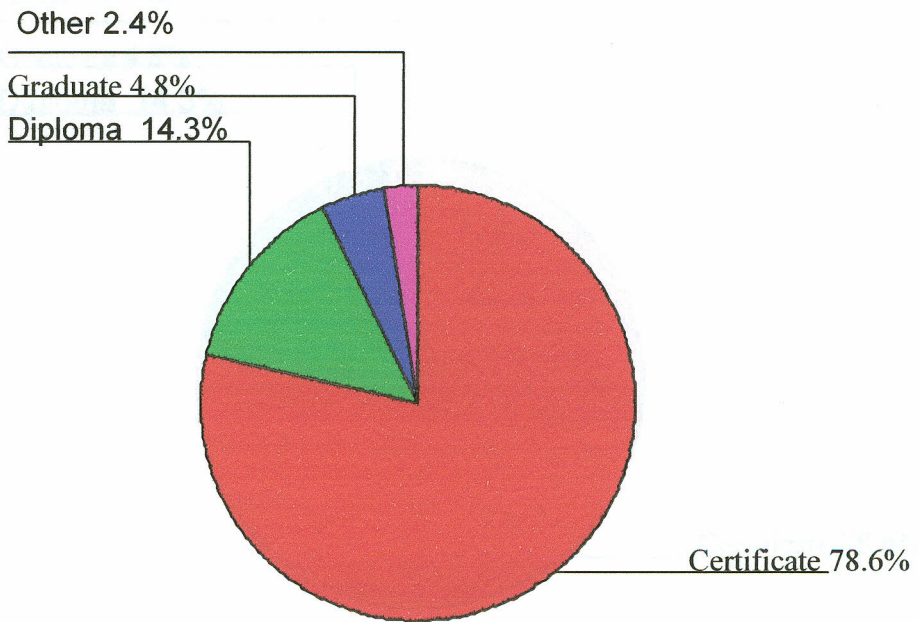
Table 4. 1: Table showing the distribution of respondents by educational background

Educational background	Frequency	Percentage
Certificate	33	78.6
Diploma	6	14.3
Graduate	2	4.8
Other	1	2.4
Total	42	100

Source: Field Survey

Table 3 indicates that majority of the respondents possessed certificates mainly the Kenya Certificate of Secondary Education (78.6%) while only 4.8% were graduates. This is a clear indication that the council employees did not have the necessary training to perform their duties and on job training is necessary if they are to perform their duties effectively.

Figure 4. 2: Pie chart showing the distribution of the respondents by education level



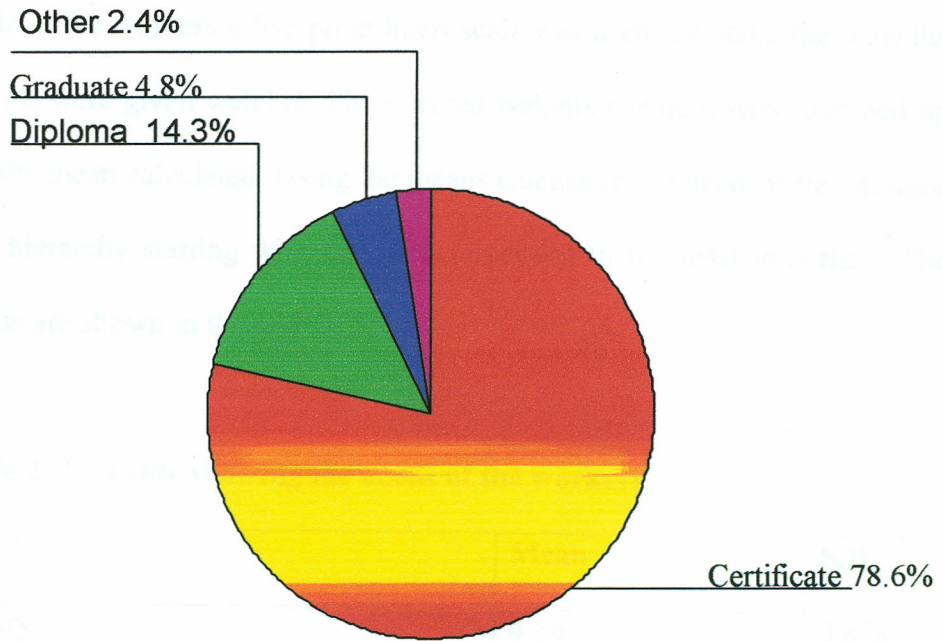
Source: Field Survey

Table 4. 2: Table showing the distribution of respondents by working experience

Working experience	Frequency	Percentage
0- 5 years	14	33.3
6-10 years	18	42.9
Above 10 years	10	23.8
Total	42	100

Source: Field survey

Figure 4. 3: Pie chart showing the distribution of the respondents by education level



Source: Field Survey

Table 4. 1: Table showing the distribution of respondents by working experience

Working experience	Frequency	Percentage
0- 5 years	14	33.3
6-10 years	18	42.9
Above 10 years	10	23.8
Total	42	100

Source: Field survey

order to satisfy their personal needs. They are attracted to organizations that have a means of satisfying these needs. Thus, the level of job satisfaction or dissatisfaction is dependent on the needs of the workers. To establish the needs of the workers a five point likert scale was used. To score the scale the options were given weights. The selected weights per item were summed up and the mean calculated. Using the means calculated the needs were arranged in a hierarchy starting with the most important to the least important. The results are shown in the table below.

Table 4. 2: Table showing the needs of the workers

Need	Mean	S.D
Salary	4.56	0.828
Upward mobility	4.52	0.803
Job security	4.27	0.706
Work environment	4.10	1.03
Recognition	4.07	0.997
Status	4.04	0.763
Company policy and administration	4.02	0.999
Work itself	3.86	0.928
Achievement	3.54	0.670
Responsibility	3.31	1.110
Interpersonal relationship	3.26	1.25

Source: Field Survey

The table above indicates a hierarchy that starts with basic needs, followed by security, esteem, self-actualisation and finally social needs. The study thus indicates that the workers were preoccupied with lower needs of basic and security needs. Maslow (1943) observed that workers in developing countries were preoccupied by basic and security needs. However, the study established that contrary to the Maslow hierarchy of needs, social needs came last. This is probably because the workers have other ways of meeting their social needs in a better way outside their work place.

4.1.3 Job factors that cause job satisfaction.

The first research question sought to find out the job factors that caused job satisfaction among the Local Authority workers. To capture this information, the questionnaire had various items on likelihood of motivation for a job well done. The level was measured using a 5 point Likert scale. To score the scale the options were given weights as follows: -extremely likely -5, very likely – 4, likely – 3, slightly likely – 2 and not at all likely – 1. The means per item, on the basis of the selected options, were worked out. a mean of 4.0 and above indicated the presence of the motivation / hygiene factor while a mean of less than 4.0 absence of the motivational or hygiene factor. The table below displays those job factors that had a mean of 4.0 and above.

Table 4. 3: Job factors that cause satisfaction

Job factor	Mean	S.D
Status	4.07	1.02
Achievement	4.31	0.86
Work itself	4.35	0.79

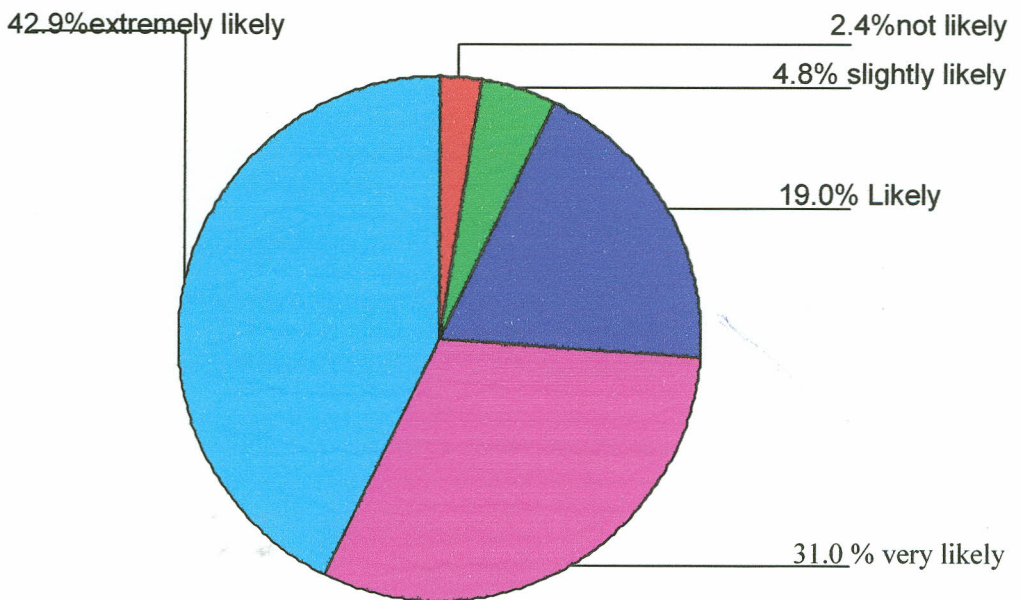
Source: Field Survey

As indicated in the table above, status, achievement and the work itself were the job factors that caused job satisfaction as they recorded the presence of motivation. Presence of motivational or hygiene factors is highly related to job satisfaction. Presence of motivational factors and hygiene factors led to job satisfaction. Thus, since these factors had recorded presence of a motivation they were likely to lead to job satisfaction. Achievement was identified by Herzberg as a top job factor. It is viewed as an opportunity for the worker to use his/ her abilities to make worthwhile contribution to the attainment of goals of the firm. Nzuve (1999) stresses that people are able to achieve and derive satisfaction from their job only if the work itself is interesting and challenging. Moreover, status is on of the hygiene factors formulated by Herzberg. Status refers to a feeling of being in an organizationally high or valued position and wanting to be treated as such. Since motivation is regarded to be a need satisfying process the presence of the motivation is likely to satisfy the needs of the council workers. Thus, achievement, status and work itself are the job factors that cause job

satisfaction. It is however worth noting that these factor do not rank highly in the workers hierarchy of needs. The hierarchy as shown in table 4.4 ranks achievement and work itself among the least important factors. This is an indication that motivation is provided for the least important factors while the important ones were left out.

The pie charts below present the percentages of the respondents' responses to how likely these job factors would happen if they performed their jobs well.

Figure 4. 4: Pie chart showing responses on job factor: status



Source: Field Survey

Figure 4. 5: Pie chart showing responses on job factor: achievement

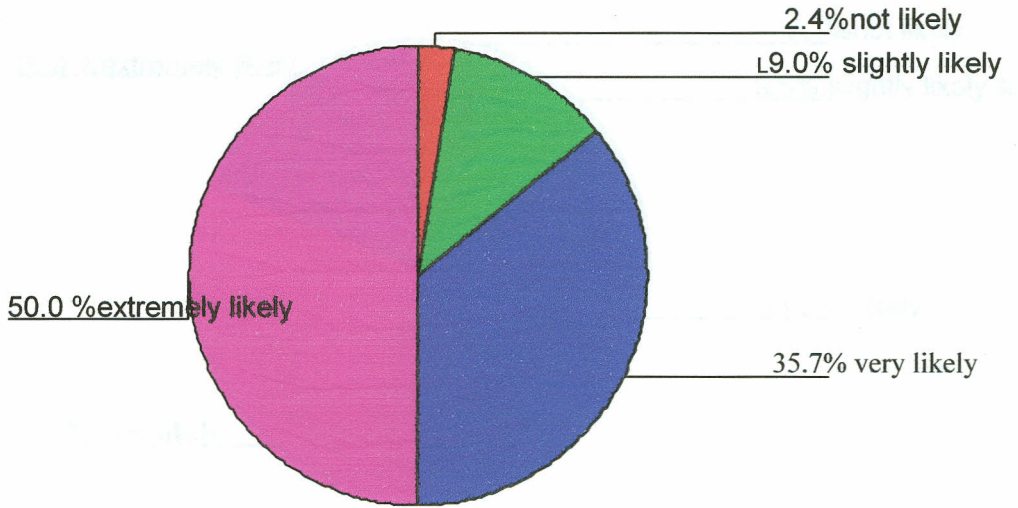
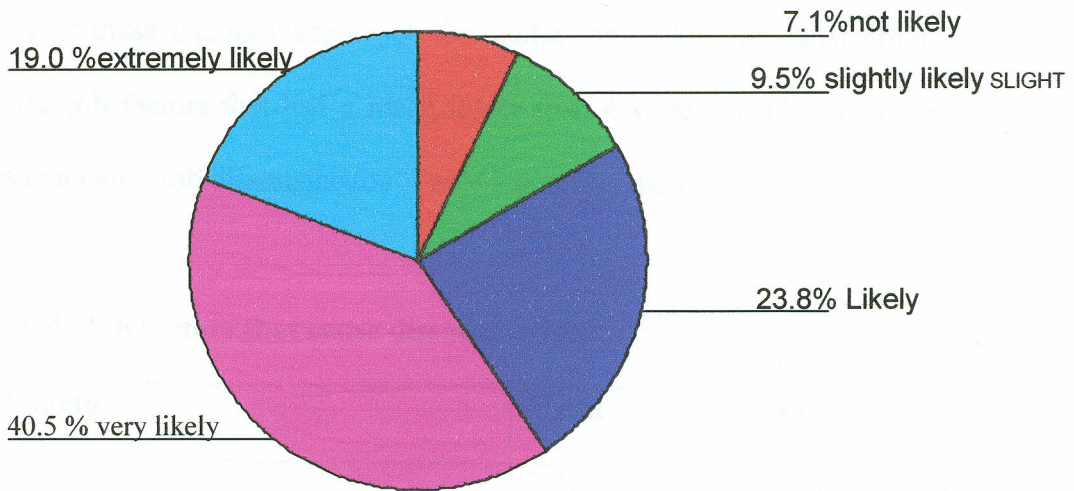


Figure 4. 6: Pie chart showing responses on job factor: work itself



Source: Field Survey

The pie charts above show that more than 50% of the respondents reported that these job factors were likely to happen to them if they performed their jobs especially well. This is an indication that motivation was present in this areas. The presence of motivation led to job satisfaction. Thus, the job factors that led to job satisfaction were status, achievement and work itself.

4.1.4. Job factors that cause job dissatisfaction

This section addresses research question two that aimed at establishing the job factors that cause job dissatisfaction. The respondents were asked to state the likelihood that some job factors would happen if they performed their job

well on a five-point scale. To score the scale the options were given weights. The selected weights per factor were summed and averaged. A mean of less than 4 was considered as low likelihood or no chances of the job factors existing. This in turn indicates absence of the motivational or hygiene factors. Absence of these factors leads to job dissatisfaction or low job satisfaction. Thus, the job factors that had a mean lower than 4 were considered as the factors that cause job dissatisfaction. Table 7 displays the results.

Table 4. 4: Job factors that cause dissatisfaction

Job factors	Mean	S.D
Salary	2.81	1.29
Job security	3.95	0.93
Physical working conditions	3.54	0.79
Recognition	3.93	1.13
Upward mobility	3.52	1.06
Interpersonal relationship	2.40	1.17
Company policy and administration	3.47	1.19
Responsibility	3.48	1.17

Source: Field Survey

As indicate above, majority of the jobs factor did not attract any motivation or had little motivation. The respondents felt that though they perform their jobs especially well the chances of them being motivated in these factors

were low. Absence of motivation leads to low job satisfaction or job dissatisfaction. Interpersonal relationship had the least mean followed by salary (2.40 and 2.81). This is an indication that the likelihood of the workers being motivated in these areas was low. However, these factors are considered important job factors. Motivation in these area leads to improved job performance. According to Herzberg, salary or money is a strong motivator for almost all employees. It provides for most of the basic human needs that must be met before the worker can move to higher needs levels. Lack of money or too little money has been found to cause job dissatisfaction. When asked to state five most dissatisfying aspects of their jobs, low pay was the most stated. 95% of the respondents stated that their pay and other allowances were low and they further suggested that improvement of their remunerations would make their job more satisfying. Unsatisfied work factors cause job dissatisfaction. The degree to which a job factor is met is dependent on the importance of that job factor to the worker. Job factors to which the worker attaches high importance must be met if the worker is to be motivated. Earlier information indicated that the workers considered salary or money as the most important aspect in their work. However, data indicates that they were least likely to receive motivation in this area. This would definitely cause job dissatisfaction. Table 4.8 compare the respondents' ratings of the importance of the job factors and the likelihood to be motivated in those areas.

Table 4. 5: Comparison between means of importance of job factors and likelihood for motivation

Job factor	Level of importance	Likelihood to happen
Salary	4.56	2.81
Job security	4.27	3.95
Physical working conditions	4.10	3.54
Recognition	4.07	3.93
Upward mobility	4.52	3.52
Interpersonal relationship	3.26	2.40
Company policy	4.02	3.47
Responsibility	3.31	3.48

Source: Field Survey

As shown in table 8, the job factors that the workers attached high importance to had the least likelihood to attract motivation. For instance, the respondents attached a lot of importance to money. However, the likelihood that they would get a bonus for a job well done were low (4.56 vs. 2.81).absence of job factors leads to job dissatisfaction. Moreover, unsatisfied needs lead to general job dissatisfaction. Thus, from the data above it can be concluded that these needs are unsatisfied and that motivational/ hygiene factors are absent and this is likely to lead to job dissatisfaction. It can thus be concluded that salary, physical working conditions, job security, recognition,

upward mobility, interpersonal relationship, company policy and administration and responsibilities are the job factors that cause job dissatisfaction among the local authority workers.

4.1.5. Overall work motivation of the local authority workers

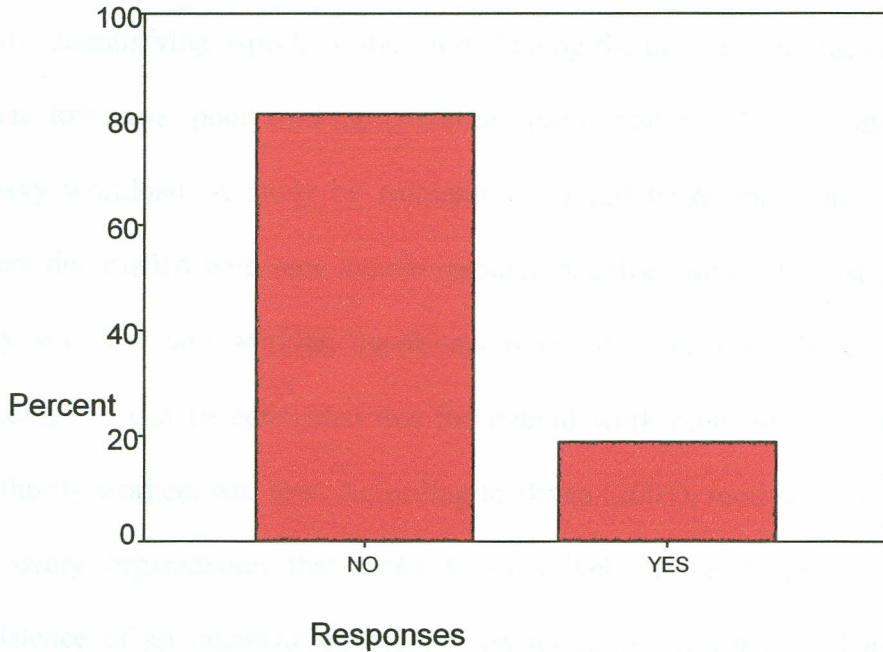
The third research question investigated the overall work motivation of the local authority workers. To find out this, the respondents were asked whether they enjoyed working for the council. Table 4.9 below displays their responses.

Table 4. 6: Frequencies and percentage of respondents' responses on whether they enjoyed their job.

Response	Frequency	Percentage
Yes	8	19.0
No	34	81.0
Total	42	100

Source: Field Survey

Figure 4. 7: Bar graph showing whether the workers enjoyed working for the council.



Source: Field Survey

Table 9 shows that majority of the workers did not enjoy their job. 81% of the respondents reported that they did not enjoy working for the council and only 19% of the respondents reported that they enjoyed working for the council. This is probably an indication of low morale among the workers. Data presented in the preceding sections indicate that there are more job factors that cause job dissatisfaction than job factors that cause job satisfaction. Moreover, the results show that those job factors that are important to workers are not satisfied. This is indicative of low level of

motivation. In addition, the respondents were requested to state five most satisfying aspect of their job. However, only 28.57% of the respondents were able to state five aspects. Majority of the respondents (71.43%) stated less than five aspects. This is an indication that the respondents did not feel satisfied in their job. On the other hand, all the respondents easily stated five most dissatisfying aspects of their job. Among the dissatisfying factors sated were low pays, poor working condition, promotion not done on merit and heavy workload. A study by Adhiambo et.al.(2000) revealed that workers were dissatisfied with how human resource practices were administered, the pay was low and working conditions were not conducive. Based on the findings, it can be concluded that the overall work motivation of the local authority workers was low. According to Bryan (2003), motivation is crucial to every organization that seeks to effectively succeed. The continued existence of an organization depends on its ability to attract and motivate workers.

4.2 QUALITATIVE ANALYSIS

It is usually done for qualitative research designs. It is a process of bringing order, structure and meaning to the mass of information collected. In qualitative studies, researchers' obtain detailed information about the phenomenon being studied and then try to establish patterns, trends and relationships from information gathered (Mugenda, 1999). After the themes, categories and patterns have been identified, the researcher evaluates and

analyses the data to determine the adequacy of the information and its credibility, consistency and validity. The researcher also evaluates the usefulness of the information in answering the research questions (Marshall & Rossman, 1989). However, the research design used in this study was quantitative research design thus qualitative data analysis was not done.

4.3 SUMMARY OF DATA ANALYSIS

Majority of the respondents were males (85.7%) as compared to female (14.3%). The respondents educational background was as follows certificate holders (78.6%), diploma (14.3%) while only 2 were graduates (4.8%). Majority of the workers had worked for the council for a period of 6 to 10 years (42.9%). The study established a needs' hierarchy that starts with basic needs, followed by security, esteem, self-actualisation and finally social needs. Status, achievement and the work itself were found to be the job factors that caused job satisfaction among the local authority workers Salary, physical working conditions, job security, recognition, upward mobility, interpersonal relationship, company policy and administration and responsibilities were established as the job factors that cause job dissatisfaction among the local authority workers. The overall job motivation of the workers was found to be low. Only 19.0% of the workers enjoyed working for the council. They stated the following as the most dissatisfying aspect of their job:- low pay, promotions not done on merit, poor working conditions and heavy work load. They felt that the following measures would

help make their job more satisfying: pay hikes, recruitment of more workers, strict adherence to the company policy on promotions and improvement on the physical working environment.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 SUMMARY

The purpose of the study was to find out the factors that influence motivation among the employees of the Kehancha Municipal Council. The study established that, on the overall, the motivation of the workers was low and majority of them did not feel adequately motivated to work. Below is a summary of the main findings:

The results from the study show a needs' hierarchy that starts with basic needs, followed by security, esteem, self-actualisation and finally social needs.

The study established that salary, physical working conditions, job security, recognition, upward mobility, interpersonal relationship, company policy and administration and responsibilities were established as the job factors that cause job dissatisfaction among the local authority workers.

The job factors found to be satisfiers were status, achievement and the work itself.

The results indicated that majority of the workers did not enjoy working for the council because of low pay, promotions not done on merit, poor working conditions and heavy work load.

Most workers suggested the following as some of the measures that would make their job more satisfying:- pay hikes, recruitment of more workers, strict adherence to the company policy on promotions and improvement on the physical working environment.

5.1 CONCLUSIONS

The results from the sample studied allow for the following conclusions:

The workers are not motivated and as a result, they are not productive. The willingness to go an extra mile for provision of quality services is not there.

The workers rated basic needs, security and esteem needs as highly important. They, however, did not consider social needs as important things to have in their work. It is possible that the workers had other ways of meeting their social needs outside their work places.

Most of the workers did not professional training and this affected their upward mobility; this resulted in stagnation in one job group a factor that can lead to job dissatisfaction.

The job factors that cause job dissatisfaction amongst the local authority workers are salary, physical working conditions, job security, recognition, upward mobility, interpersonal relationship, company policy and administration and responsibilities.

The factors that cause job satisfaction amongst local authority workers are status, achievement and the work itself.

5.2 RECOMMENDATIONS

Based on the findings of the study, the following recommendations have been made:-

The pay rates of the workers should be reviewed with the major aim of improving them. This should be done in accordance with the difficulty of the task, principle of equity.

The management of the council should come up with an assorted form of motivating the workers who excel in their job. No single approach to motivation can satisfy all the workers at the same time.

The local authority and other relevant stakeholders should train the employees and hence boost their capacity to perform their job effectively. Training can be on the job or off the job training.

The management needs to come up with a meritorious policy on recruitment, promotion and termination and ensure that it is followed to avoid unmerited promotions, nepotism and corruption.

The council needs to embrace modern technology in its operations, thus reducing the amount of manual work to be carried out by its employees e.g. the use of computers.

5.3 SUGGESTIONS FOR FURTHER STUDY

The researcher proposes further study in the following areas:-

The research was carried out in one local authority only. Further research could be carried out in other local authorities to increase the generalizability of the finding to the nation as a whole.

The study targeted all workers regardless of gender. A similar study can be conducted to investigate whether the factors that influence motivation of employees were dependent on the employee's gender.

Further research can be carried out to establish whether the factors that influence motivation were the same in all departments.

REFERENCES

- Abwao, K.A (1981), *Motivation of Non-Managerial Hotel Workers in Nairobi*, Unpublished thesis, University of Nairobi.
- Akirange S. & W. Kulundu (2000), *Local Authorities in Kenya*, Nairobi: Government Printer
- Armstrong M. (2000), *A Handbook of Human Resource Management Practice*, London: Kogan Page Ltd.
- Bryan C. (2003), *The Function of the Executive*, New York: Collier McMillan.
- Cherrington, D.J (1990), *Organizational Behaviour: The Management of Individual and Performance*, London: Allyn and Bacon.
- Daniel M. Muia (1999) , *Devolution: which way for Local Authorities*, Nairobi: Government Printer.
- Dollar A. (2000), *Business Communication: Strategies for Success*. Houston.
- Hersey P. & Blanchard K.(1993), *Situational Leadership Resource Guide*, Santiago: University Incorporated.
- Kothari C.R. (1985), *Research Methodology Methods and Techniques*, Mumbai Wishwa Prakashan
- Kreither and Kinicks (1999), *Personnel Motivation Strategies*, Massachussets: Allyn and Bacon.
- Luthans F. (2000), *Organizational Behaviour*, New York: MacGraw Hill.
- Mbugua J. & Chana S. (1999), *Human Development Strategy for L.As in Kenya*, Nairobi: Government Printer.
- Mugenda O. & Mugenda A. (1999), *Research Methods: Quantitative & Quantitative Approaches* Acts Press, Nairobi.
- Mullins R. (2003), *Management By Objectives*, London Publications Inc. London

KENYATTA UNIVERSITY LIBRARY

- Mumo D. K. (2000), *Job Satisfaction of Tutors in T.T.I in Nairobi Province*, Unpublished Thesis, U.o.N.
- Nzuve N. M. (1999), *Elements of Organizational Behavior*, Nairobi: University Press.
- Okumbe J. A. (1998), *Management: Theory and Practice*, Nairobi University Press.
- Sagimo O. (2002), *Management Dynamics*, E.A, E.D Publishers, Nairobi
- Saleemi A. N. (1997), *Personnel Management Simplified*, N. A. Saleemi Publishers
- Town Clerk (2000), *Local Authority Development Programme*, (1997-2001) Kehancha Municipal Council
- U. N-Habitat (2002), *Local Democracy and Decentralization in East and Southern Africa*.
- Wright (2003), *Business Communication: Strategies for Success*, Houston, Texas: Dane.
- Republic of Kenya (2004), *Economic Survey (2004)*, Nairobi: Government Printer
- Republic of Kenya (2004), *Kenya Development Plan (2002 – 2008)*, Nairobi: Government Printer

DAILIES

Daily Nation	Feb. 2003	Bus Park reduced to a garbage heap.
Daily Nation	Feb. 2004	Civil servants to be patient on salary increment.
Daily Nation	June, 2004	City council given ultimatum.
Daily Nation	May, 2004	Striking council staff to be fired.
Daily Nation	Oct. 2004	Kombo crackdown on all councils.
Daily Nation	Feb. 2004	Dormant councils to be scrapped.
Daily Nation	May, 2005	Civil servants gearing up for work boycott.
Standard	Oct. 2004	Civic bodies list of shame.
Standard	Feb. 2005	Dirty market threatens supplies.
Standard	Feb. 2005	Who is responsible for corruption?
Standard	May 2005	Desperate want amid plenty in L.As.

WEB

<http://www.easytraining.com.motivation> – How to motivate employees.

<http://www.biztrain.com.motivationstories> – 20 ways of motivating employees without raising their pay.

APPENDIX I

LETTER OF INTRODUCTION TO THE WORKER

Dear Respondents,

I am a student in Kenyatta University pursuing a degree in Master of Business Administration (Human Resource Management).

I kindly request you to fill the questionnaires without reservation. The aim is to find out factors that influence motivation amongst Local Authority workers. Your responses are strictly for academic purposes confined to this research.

After completion of the study, I will furnish you with details of my findings.

Please follow the instructions.

Your co-operation is highly appreciated.

Thank you.

Yours sincerely,

MARWA STEPHEN MUNIKO,

P.O. Box 20, KEHANCHA.

APPENDIX II QUESTIONNAIRE FOR STAFF

Kindly tick in the space provided [] the correct answer or supply the required information to the best of your knowledge.

PART A

1. Gender. Male [] Female []
2. Educational background.
Graduate [] Diploma [] Certificate [] Others [] Specify

.....
.....

3. Department.

- | | | |
|-------------------------------|---|---|
| Finance | [|] |
| Staff and general purpose | [|] |
| Town planning and markets | [|] |
| Education | [|] |
| Environment and public health | [|] |
| Works and social studies | [|] |

4. Working experience.

- 0 – 5 years [] 5 – 10 years [] others []. Specify

.....

PART B

MOTIVATIONAL QUESTIONNAIRE

Here are some things (job factors) that could happen to workers if they do their job *especially well*. How likely is it that each of these things would happen if you performed your job *especially well*?

Please, tick [] into the appropriate box next to each number.

Key		score
Extremely likely	-	5
Very likely	-	4
Likely	-	3
Slightly likely	-	2
Not at all likely	-	1

How likely is

	5	4	3	2	1
You will get a bonus	[<input type="checkbox"/>]	[<input type="checkbox"/>]	[<input type="checkbox"/>]	[<input type="checkbox"/>]	[<input type="checkbox"/>]
You will be secure in your job	[<input type="checkbox"/>]	[<input type="checkbox"/>]	[<input type="checkbox"/>]	[<input type="checkbox"/>]	[<input type="checkbox"/>]
Your work will interest you	[<input type="checkbox"/>]	[<input type="checkbox"/>]	[<input type="checkbox"/>]	[<input type="checkbox"/>]	[<input type="checkbox"/>]
You will receive good working conditions	[<input type="checkbox"/>]	[<input type="checkbox"/>]	[<input type="checkbox"/>]	[<input type="checkbox"/>]	[<input type="checkbox"/>]
Your work will be appreciated	[<input type="checkbox"/>]	[<input type="checkbox"/>]	[<input type="checkbox"/>]	[<input type="checkbox"/>]	[<input type="checkbox"/>]
You will receive promotion and grow professionally	[<input type="checkbox"/>]	[<input type="checkbox"/>]	[<input type="checkbox"/>]	[<input type="checkbox"/>]	[<input type="checkbox"/>]
You will receive sympathetic help in your personal problems	[<input type="checkbox"/>]	[<input type="checkbox"/>]	[<input type="checkbox"/>]	[<input type="checkbox"/>]	[<input type="checkbox"/>]
Your discipline cases will be tactfully handled	[<input type="checkbox"/>]	[<input type="checkbox"/>]	[<input type="checkbox"/>]	[<input type="checkbox"/>]	[<input type="checkbox"/>]
You will receive clear definition of what is expected of you	[<input type="checkbox"/>]	[<input type="checkbox"/>]	[<input type="checkbox"/>]	[<input type="checkbox"/>]	[<input type="checkbox"/>]
Local circumstances will be taken into consideration in reaching decisions about your enquiries	[<input type="checkbox"/>]	[<input type="checkbox"/>]	[<input type="checkbox"/>]	[<input type="checkbox"/>]	[<input type="checkbox"/>]
You will be involved in the formulation of Council policies	[<input type="checkbox"/>]	[<input type="checkbox"/>]	[<input type="checkbox"/>]	[<input type="checkbox"/>]	[<input type="checkbox"/>]
Your work capabilities will be appraised	[<input type="checkbox"/>]	[<input type="checkbox"/>]	[<input type="checkbox"/>]	[<input type="checkbox"/>]	[<input type="checkbox"/>]
You will enjoy your job status	[<input type="checkbox"/>]	[<input type="checkbox"/>]	[<input type="checkbox"/>]	[<input type="checkbox"/>]	[<input type="checkbox"/>]
You will achieve in your job	[<input type="checkbox"/>]	[<input type="checkbox"/>]	[<input type="checkbox"/>]	[<input type="checkbox"/>]	[<input type="checkbox"/>]

PART C

Different workers want different things from their work. Here is a list of things a worker could have on his/her job. How important is each of the followings things to you?

Please, [√] the appropriate level of importance in the corresponding boxes.

Key		score
Extremely important	-	5
Very important	-	4
Important	-	3
Slightly important	-	2
Not important	-	1

How important is

	5	4	3	2	1
The amount of pay you get	[]	[]	[]	[]	[]
The security of your job	[]	[]	[]	[]	[]
Interest in your work	[]	[]	[]	[]	[]
The working conditions	[]	[]	[]	[]	[]
Appreciation of work done	[]	[]	[]	[]	[]
Promotion and professional growth	[]	[]	[]	[]	[]
Sympathetic help in your personal problems	[]	[]	[]	[]	[]
Tactful disciplinary	[]	[]	[]	[]	[]
Clear definition of what is expected of you	[]	[]	[]	[]	[]
Consideration of local circumstances in reaching decisions about you	[]	[]	[]	[]	[]
Your involvement in formation of Council policies	[]	[]	[]	[]	[]
Appraisal of your job capabilities	[]	[]	[]	[]	[]
Status of the job	[]	[]	[]	[]	[]
Your achievement on the job	[]	[]	[]	[]	[]

PART D

1. Do you enjoy working for the Council? Yes [] No []

2. What are the 5 most important aspects of your job that you consider most satisfying?

- a).....
- b).....
- c).....
- d).....
- e).....
- ..

3. State the 5 most dissatisfying aspects of your job.

- a).....
- b).....
- c).....
- d).....
- e).....

4. Suggest 3 ways that can be used to make your job more satisfying.

- a).....
- b).....
- c).....

APPENDIX III
ABRIDGED TABLE OF RANDOM NUMBERS

73	17	86	15	27	10	42	72
64	46	07	88	76	45	61	55
19	09	22	09	35	99	76	34
08	72	60	22	84	17	81	39
90	09	97	61	90	37	23	52
34	43	09	17	30	20	59	61
02	48	34	21	18	03	99	61
45	90	33	88	89	70	04	80
03	61	05	61	77	70	17	47
05	56	83	78	26	48	35	06
15	86	60	14	49	10	51	17
38	07	45	88	06	06	29	92
60	22	86	92	52	31	00	47
81	94	25	53	73	89	42	62
87	97	01	09	03	40	86	12
17	35	11	60	12	23	83	26
71	27	986	45	07	60	71	82
66	38	80	72	74	42	21	53
94	84	69	37	69	35	59	32
03	26	07	66	93	88	48	54

APPENDIX IV TIME SCHEDULE

Activity	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Preparation and identification of problem									
Project proposal writing									
Data collection									
Data analysis and final report writing									
Submission of the report									

APPENDIX V COST ESTIMATES

Item	Cost
Typing and printing	6,000.00
Photocopying of proposal copies	2,000.00
Photocopying of research instruments	3,000.00
Traveling and accommodation	20,000.00
Data processing	6,000.00
Stationery	3,000.00
Sub-Total	40,000.00
Production of final document	
Printing and typing	8,000.00
Photocopying and binding	5,000.00
Sub-Total	13,000.00
TOTAL	53,000.00



KENYATTA UNIVERSITY
SCHOOL OF BUSINESS

TEL: 810901-19 EXT 57215
FAX: 811455/811575

P.O. BOX 43844,
NAIROBI,
KENYA.

Website: ku.ac.ke, E-mail: kuvvc@nbnet.co.ke

11 /10/ 2006

TO WHOM IT MAY CONCERN:

Dear Sir/Madam,

RE: RESEARCH PROJECT: DATA COLLECTION

Marwa Stephen Muniko - D53/02/5208-/03

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

Any assistance you may accord him will be highly appreciated.

A handwritten signature in black ink, appearing to read 'E. Gitonga'.

Mrs. E. Gitonga
MBA COORDINATOR

KENYATTA UNIVERSITY LIBRARY