

**FACTORS INFLUENCING MOTIVATION OF EMPLOYEES IN
THE NATIONAL COORDINATING AGENCY FOR
POPULATION AND DEVELOPMENT - KENYA**

BY

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DECLARATION

This Research Project is my original work and has not been submitted for any award in any other university for examination.

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ABSTRACT

Individual differences and work-context characteristics may lead to differences in employees' motivation, job satisfaction and performance. In an era when public organizations seek to attract and retain highly qualified employees, managers and designers of motivation systems should carefully scrutinize and evaluate the reward preferences of their personnel.

Using both quantitative and descriptive statistics on data from a questionnaire-based survey, this study sought to explore factors that influence employee motivation in the National Coordinating Agency for Population and Development. Data was collected using two questionnaires and an interview schedule. One questionnaire was administered to senior management and the other to middle management and administrative support staff in the Agency. The study had a response rate of 93%. Data was analyzed using statistical tools which included frequencies, cross tabulation and ANOVA.

Key findings of the study indicate that all respondents view communication as an important motivating factor. However some respondents in the middle management and support staff cadres reported not to have frequent communication with their supervisors. Training was reported as a motivating factor. Findings indicate that there is disparity in according training opportunities with middle management reporting satisfaction with training received, and administration support staff reporting dissatisfaction. Salaries and wages were considered important in motivation, and only one fifth of the respondents reported to be satisfied with their current pay. Fringe benefits and work environment are also considered by respondents as important motivating factors. Ranking of motivation factors indicated that job security and opportunity for advancement are ranked first and second respectively, with salary, training and

team work ranked third. These are followed by communication, work environment, personal development, fringe benefits, interesting job and flexible working hours respectively.

Recommendations of the study include improved communication, review of the training programmes, salary review in the Agency, and clear career progression guidelines. The study gives suggestion for further study in the area of investigating the relationship between reward and motivation towards work performance, and relationship between performance and work related pay in the public service in Kenya.

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ABBREVIATIONS AND ACRONYMS

- ERG:** Existence, Relatedness, and Growth theory by Alderfer
- NCAPD:** National Coordinating Agency for Population and Development
- SAGA** Semi-Autonomous Government Agency

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Work motivation is identified as an energizing force: it is what induces action in employees. This force has implications for the form, direction, intensity, and duration of behaviour. That is, it explains what employees are motivated to accomplish, how they will attempt to accomplish it, how hard they will work to do so, and when they will stop. This study looked at work motivation as a set of energetic forces that originates both within as well as beyond an individual's being, to initiate work-related behaviour, and to determine its form, direction and intensity.

Why do organizations try to motivate employees? Rutherford (1990) stated that all managers realize that motivation is important and if employees are enthusiastic about task accomplishments, try to do their jobs the best, the organization will benefit. Rutherford also noted that organizational goals cannot be effectively attained unless employees work together, so it is obvious that the need for teamwork in the organizations is essential. One thing that managers should realize is their job is not just to motivate an employee. All employees come to a work situation motivated to attain personal goals which they have established. One goal for the human resource manager is to develop motivated employees and increase their morale about their work. Employee morale towards work, such as supervisors and peers, organization, work environment, can be defined as the feelings an employee has about all aspects of the job. There are many benefits to be gained from building good morale. Besides, there are proven relationships between morale levels, turnover, and absenteeism.

However, research indicates that high employee morale levels do not always yield high productivity levels (Daschler and Ninemeier, 1989).

There are three levels of employees' motivation according to research conducted by Mosley, Megginson, and Pietri in 2001.

- i. The direction of an employees' behavior: It relates to those behaviors which the individual chooses to perform.
- ii. The level of effort: It refers to how hard the individual is willing to work on the behavior.
- iii. The level of persistence: It refers to the individual's willingness to pursue the behavior despite obstacles or roadblocks
- iv. The lack of employees' motivation in an organization will cause a higher turnover, absenteeism, lower service, higher operating costs for recruitment, selection, and training. As absenteeism increases the organization will have scheduling and emergency staffing problems in addition to increasing overall payroll costs (Thompson, 1991).

Lee-Ross (1999) stated that absenteeism takes place when employees do not report to work. It can take two forms: authorized or unauthorized. Under most circumstances authorized or scheduled absenteeism does not have a negative effect on the organization since management can plan for the employee's absence. On the other hand, unauthorized or unscheduled absences can cause substantial hardships for the organization, fellow employees, and customers alike. (Fisher, 2005). The study of Nico and Hagedoorn (1996) in the causes of absenteeism found that employees' perception of inequity in the workplace was related to their intention to withdraw, which resulted in the employee calling in sick. Moreover, other researchers found that the prevalence of absenteeism was higher

among organizations that had: poor employee morale, personnel conflicts, unsatisfactory compensation and benefit programs, employees with unrealistic job expectations, inadequate training, and unsafe or stressful workplace conditions (Lee-Ross, 1999). In addition, Lee-Ross (1999) reviewed Morgan (1990) that turnover can take several forms: it can be voluntary or involuntary, functional or dysfunctional, avoidable or unavoidable.

Voluntary turnover occurs when employees leave a company of their own free will. Involuntary turnover is when employees are laid off or forced to retire. Functional turnover occurs when poor performers leave, and dysfunctional turnover occurs when good performers leave. Unavoidable turnover occurs when an organization has absolutely no control over the reason for an employee's exit, such as for relocation to follow a spouse, for pregnancy and for staying home to take care of a spouse or children. Avoidable turnover occurs when employees leave a company for better pay, better working conditions, problems with superiors, among others. Bell and Winters (1993) mentioned that much turnover in some industries is due to the fact that entry-level employees can easily move elsewhere to an employer who can provide them with better working conditions. The problem with this situation, from both the customer's and the manager's perspective, is that these are the employees that represent the customers. If these employees are dissatisfied with their work situation and are willing to move for higher wages, it is in the manager's best interest to ensure that employees are happy and providing exceptional service.

Daschler and Ninemeier (1989) investigated what employees may seek from the work environment. Their discussion reviews some employee-related concerns that can be strategies to employees' motivation.

- i. Employees are individuals. Everybody comes from different background, experience, education and family so they need different things.
- ii. Each person is the center of his own concern; however, the primary interest is to satisfy needs, ambitions, desires, and goals.
- iii. An employee wants to satisfy basic needs. These relate to survival and security concerns, and a desire to belong, to generate positive feelings from within and from others, and to be self-fulfilled.
- iv. Most employees want (a) fair and consistent company policies in matters which affect them; (b) management staff they can respect and trust; (c) adequate working relationships with managers and co-workers; (d) acceptable salaries and working environment; (e) appropriate job security assurance; (f) favorable job status.

The other factors that can fulfill and motivate employees are: challenging work, work that yields a sense of personal accomplishment, expression of appreciation for good performance, increased responsibility and the chance to grow in the job, the feeling of importance and making a contribution to the organization, and participation in job-related matters that affect the employees. Some more factors that employees need are job rotation, job enlargement and job enrichment.

Dr. Kenneth A. Kovach, a professor of management at George Mason University in Fairfax Virginia, developed a questionnaire to learn about motivational factors of employees. The findings were one set of variables that would often times alter the outcome of the rank order of Kovach's questionnaire. The factors such as age, sex, income, cultural background, and job type could be used to create subgroups (Kovach, 1987).

The results of Dr. Kovach's study of employees' job-related motivations of were:

- i. Good wages
- ii. Security
- iii. Opportunity for advancement
- iv. Good working environment
- v. Interesting job
- vi. Appreciation
- vii. Loyalty to employees
- viii. Feeling of being in on things
- ix. Tactful discipline
- x. Sympathetic personal help

He found that "good wages" always ranked about the first through the fifth on the list of ten items during the 40 years of study. However, the results of studying 1,245 employees in 64 Hong Kong hotels found that the employees of Hong Kong hotels considered:

- i. Opportunities for advancement and development to be the first important factor
- ii. Loyalty to employees (respect and trust from their employees)
- iii. Good wages.

The results suggested that employees generally had a strong concern for career development (Siu, Tsang and Wong, 1997). On the other hand, Charles and Marshall (1992) replicated Kovach's study among employees of seven service oriented industries and found that the good wages and good working environment are the important factors. In the Simons and Enz (1995) study, of the service

and hospitality industry found (i) good wages, (ii) job security and (iii) opportunities for advancement and development to be the top three motivation factors.

There is an old saying you can take a horse to the water but you cannot force it to drink; it will drink only if it's thirsty - so with people. They will do what they want to do or otherwise motivated to do. Employees are motivated or driven to perform, either by themselves or through external stimulus. Self-motivation or drive may either be innate or not. If no, they can be motivated. Motivation is a skill which can and must be learnt. This is essential for any business to survive and succeed.

No matter the size of the organization, having a team of motivated, hard-working employees is considered as crucial and vital to the success of the business. This is because when people lose motivation, the performance may suffer; they will become less productive, less creative, thus, less of an asset to the organization. For instance, if an employee wants more social relationship – that is he or she wants to satisfy belongingness, relatedness or affiliation needs, (Rosen, 1993). This means that there is a high potential for the employees to want to perform at a higher level if he thinks that higher performance will help him to satisfy those social needs. In the same manner, if the high performance of the employee in the past was followed by strong positive reinforcement, there is a gain a potential for motivation directed at enhance performance.

However, it is vital for the managers to focus on the given steps in order to translate the possibility for motivation that are directed in order to enhance the performance into the real motivation as well as enhance the real performance. In some of the cases, it is connected with the given needs or process that had helped in order for the potential to exist (Griffin & Moorhead 1992). Hence,

motivation enables the employees to be more energetic and persuasive in achieving their goals. This commonly pertains on the different financial incentives and appraisals.

Motivation is considered as the desire within a person which causes him or her to act. People commonly act for one reason and that is the reach a particular goal or objective. Approaches in understanding motivation changed because of the different theories that have been developed. Each approach had contributed in order to understand human motivation. It is important to take note that motivation is considered as a complex and individualized; therefore, managerial strategies as well as tactics must be broad based in order to address the motivation concerning individual employees (Mathis & Jackson 2007).

People, or the employees, are the key in sustaining the organization and this importance in their role gives responsibility to the organization to motivate them so as they can function more effectively. Motivation gives impetus to behavior by means of arousing, sustaining and directing such towards a thriving attainment of goals. Therefore, motivation is directly related with performance. Performance refers to the working effectiveness by which the employees does their job and judged according to their effectiveness and relevance. As a result of this, many organizations are spending huge amount of money, time as well as effort in order to motivate their employees, and by using wide range of tactics and techniques. Performance is considered to be a function of ability and motivation, thus: $\text{Job performance} = f(\text{ability})(\text{motivation})$. (Mathis & Jackson 2007).

One of the biggest challenges that organizations are facing today is how to motivate employees to dedicate persistent and intensified efforts to achieve the organizational goals (Watson, 1994). As a result, employees' attitude surveys have been used frequently to ascertain what sparks and sustains

their desire to work harder. However, the motivation of the employees remains a complex puzzle since long (Wiley, 1997). It is generally accepted that motivated and committed workforce is one of the critical factors in the delivery of services, growth and profitability of the organizations. Thus, the current study was intended to address the complex issue of what factors contribute to the motivation of employees at the NCAPD. Consequently, the study results may help the Management of the National Coordinating Agency for Population and Development in creating a work environment to fostering employee motivation leading to higher productivity and overall performance.

1.2. Statement of the Problem

Since the introduction of Performance Contracting in Kenya in 2005, Ministries, Government Departments and Agencies are required to carry out Customer Satisfaction, Work Environment and Employee Satisfaction surveys on annual basis, and improve the level of satisfaction in subsequent contract periods. This is in addition to other set performance targets that they ought to meet. Performance is a factor of ability and motivation. The NCAPD policy and practice is to competitively source for employees with the requisite qualifications to fill vacancies that arise in the Agency from time to time. However, in the last two Performance contract periods (July 2007/ June 2008; and July 2008 / June 2009), the Agency has been witnessing a decline in performance as evaluated by the Secretariat for Performance Contracting for Government Ministries and Agencies. The Agency has also witnessed a high staff turnover and unplanned absenteeism during this period. Recruitment and retaining of qualified staff has been a major challenge at the Agency, with some staff leaving the Agency within two months after recruitment. Cases have also been reported where after interviews, staff decline to take up the posts they were interviewed for. This has been on the increase in the last two years.

Although employee motivation plays a major role in influencing the performance of employees at the NCAPD, little has been documented on what factors determine staff motivation in the agency. In fact, no known research has been carried out to find out the determinants of employee motivation to perform their duties in the Agency.

Since motivation plays a major role in the overall performance of employees, knowing what motivating factors are most effective and efficient that could generate higher productivity, commitment and satisfaction to employees is significant as a problem of this study. It is thus vital, for an organization to know what factors motivate its employees to be driven to perform better and more efficiently. This enables an organization to engage in a reward programme that is most efficient, and this ultimately saves the organization money and time, as well as gets the best out of its workforce.

This study therefore sought to determine what factors motivate employees at the NCAPD, in an attempt to fully utilize this knowledge to enhance job satisfaction and performance, and get the best out of the workforce. Knowledge of these factors will also enable the Agency to set up an informed programme for employee motivation and by implication, reduce staff turnover and unplanned absenteeism.

1.3 Purpose of the Study

The purpose of this study was to identify factors that influence the motivation of employees in the National Coordinating Agency for Population and Development.

1.4 Objectives of the Study

The study sought to achieve the following objectives:

1. Establish the extent to which communication strategies influence employees' motivation at the National Coordinating Agency for Population and Development;
2. Determine the extent to which training and development opportunities motivate employees by cadres, at the National Coordinating Agency for Population and Development;
3. Determine the extent to which the different cadres of employees are motivated by salaries and wages offered;
4. Determine the extent to which fringe benefits influence the motivation of employees, by gender and cadre, at the National Coordinating Agency for Population and Development; and
5. Determine the extent to which good working environment motivates staff at the NCAPD.

The study sought to test the following hypotheses:

- H1: There is no significant difference between Administrative Support Staff and Middle Management/Technical Staff mean ratings concerning training as a motivating factor.
- H2: There is no significant difference between Administrative Support Staff and Middle Management/Technical Staff mean ratings concerning wages and motivation factor.
- H3: There is no significant difference between Administrative Support Staff and Middle Management/Technical Staff mean ratings concerning fringe benefits as a motivating factor.
- H4: There is no significant difference between male and female mean ratings concerning fringe benefit as a motivating factor.

1.5 Research Questions

In order to achieve the objectives of the study, the following research questions guided the researcher:

1. What is the importance of the different communication strategies in motivating employees at the NCAPD?
2. What is the extent to which training influences the motivation of different cadre of employees at the NCAPD?
3. To what extent are the different cadre of staff motivated by wages and salaries at the NCAPD?
4. What is the importance of fringe benefits in the motivation of different cadres and gender of employees at the NCAPD?
5. To what extent does a good working environment motivate staff at the NCAPD?

1.6 Significance of the Study

This study sought to give primary data on what motivation strategies would be most effective to achieve optimal staff motivation at the NCAPD. The study also hoped added to the body of knowledge in management of a motivated workforce especially in the public sector non-commercial parastatals and SAGAs in Kenya. Once implemented, the motivation strategies are hoped to enable organizations meet the performance targets through a motivated and committed workforce.

1.7 Limitations of the Study

The study covered employees of the National Coordinating Agency for Population and Development. NCAPD is a Semi Autonomous Government Agency under the Ministry of State for Planning, National Development and Vision 2030. Its mission is to excel in population policy

formulation and effective management and it envisions providing leadership in formulating, coordinating and implementing appropriate population policies and programmes for sustainable development.

Among NCAPD's functions include: analyzing multi-sectoral population issues and developing policies, providing leadership, coordinating and mobilizing support for population programmes, advocating for political and other support to address population issues, and tracking and assessing the impact of population programmes to make recommendations based on assessment results.

NCAPD is governed by a Council that comprises a Chairman and 13 members from diverse organizations representing Government Ministries, NGO's. A number of international donors including UN agencies support the NCAPD and it enjoys the collaboration of several other international agencies, government ministries and agencies, non-governmental organizations, and institutions of higher learning. NCAPD has a total of ten regional offices located in Central, Eastern North, Eastern South, Coast, North Eastern, North-Rift, South-Rift, Nyanza North, Nyanza South, and Western regions of Kenya, with its head office in Nairobi.

Limited finances limited the study to one institution, though it would have been interesting to compare results across different parastatals, both in commercial and service sectors, in an attempt to find out whether motivators vary. To deal with these limitations, the researcher drew a time plan to ensure that time allocated for each aspect study is utilised effectively. A budget was drawn to guide the researcher on the resources that will be required for the study. Participants to the study were assured of confidentiality of all the information provided, in addition to a letter of introduction from the researcher, stating the importance of giving the right information for the study accompanied all the questionnaires distributed.

1.8 Basic assumptions of the Study

This study assumed that the NCAPD currently implements some strategies geared at motivating its employees; that the style and frequency of communication in NCAPD plays a role in employee motivation, employees are motivated to some extent; by knowing they have a chance for training and self development; employees may be motivated by being offered salaries or wages that are commensurate with their qualification and job descriptions ;hat employees at the NCAPD would be motivated to some extent, by fringe benefits offered to them by the Agency; and thatt motivation of employees at the NCAPD is influenced to some extent by the working environment.

1.9 Definitions of Significant Terms

- i. **Work motivation:** a set of energetic forces that originates both within as well as beyond an individual's being, to initiate work-related behaviour, and to determine its form, direction and intensity towards achieving a certain goal.
- ii. **Influence:** Determine or have the power to determine
- iii. **Employees :** Persons hired to perform a job
- iv. **Performance:** working effectiveness by which the employees does their job and judged according to their effectiveness and relevance.
- v. **Good working environment:** adequate equipment, space, heating, lighting and ventilation. It includes clean, secure, and well maintained restrooms and lockers. A good working environment means employees want the same conditions in their work lives as management. They need challenge, support from superiors, a quality workplace, friendly co-workers and respect; trust and value from management.

- vi. Fringe benefits:** complements to wages of workplace compensation and include insurance, meals, paid leave, and pension contribution.
- vii. Communication:** the imparting or interchange of thoughts, opinions, or information by speech, writing, or signs between two or more parties. It is the two-way process in which there is an exchange and progression of thoughts, feelings or ideas (energy) towards a mutually accepted goal or direction (information).
- viii. Organizational culture** is the psychology, attitudes, experiences, beliefs and values (personal and cultural values) of NCAPD. It is the specific collection of values and norms that are shared by people and groups in an organization and that control the way they interact with each other and with stakeholders outside the organization.
- ix. Organizational values** are beliefs and ideas about what kinds of goals members of an organization should pursue and ideas about the appropriate kinds or standards of behavior organizational members should use to achieve these goals. From organizational values develop organizational norms, guidelines or expectations that prescribe appropriate kinds of behavior by employees in particular situations and control the behavior of organizational members towards one another.

1.10 Organization of the Study

Chapter one gives a background to the study, statement of the problem, purpose of the study, and objectives of the proposed study as well as the research questions the study sought to answer. Also covered is the significance and justification of the study as well as the limitations.

The second chapter of this proposal covers literature related to the proposed study as per the study variables, theories related to the study and a conceptual framework. The third chapter of gives the research design adopted for the study, the target population, the sampling design and the data collection methods and instruments used for the study. Also discussed in chapter three is the piloting, validity and reliability of the instruments. The fourth chapter covers data analysis, presentation, presentation and discussion while the last chapter gives the summary of the findings, and the recommendations drawn from the study. Suggestions for further research are also given in chapter 5 of the report.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter covers a review of literature related to motivation, and in particular what other studies and previous researches concluded in relation to determinants of motivation. It covers: motivation, the importance of motivation, the previous research about what employees want, motivation theories, strategies to motivate employees, and a conceptual framework for the study.

2.2 Motivation

Definitions of motivation vary. Jerald Greenberg and Robert Baron (1997) define motivation as the willingness to exert high levels of effort toward organizational goals, conditioned by the effort's ability to satisfy some individual need. It is the set of processes that arouse, direct and maintain human behavior toward attaining some goal. This definition contains three key essential aspects: arousal, direction and maintaining. Arousal is to do with the drive/energy behind people's actions such as their interests to do the things or they do it just to make a good impression on others or to feel successful at what they do. Direction means the choices people make to meet the person's goal. Maintaining behavior could keep people persisting at attempting to meet their goal hence to satisfy the need that stimulated behavior in the first place.

Mullins (1992) defines motivation as the degree to which an individual wants and chooses to engage in certain specified behaviors. From this theory, four common characteristics which underline the above definition of motivation are identified; Motivation is typified as an individual phenomenon. Every person is unique and all the major theories of motivation allow for this uniqueness to be

demonstrated in one way or another ; motivation is described, usually, as intentional. Motivation is assumed to be under the worker's control, and behaviors that are influenced by motivation, such as effort expended, are seen as choices of action; Motivation is multifaceted. The two factors of greatest importance are (i) what gets people activated (arousal); and (ii) the force of an individual to engage in desired behavior (direction or choice of behavior) ; the purpose of motivational theories is to predict behavior. Motivation is not the behavior itself, and it is not performance. Motivation concerns action, and the internal and external forces that influence a person's choice of action.

From the definitions mentioned, it can be concluded that motivation is necessary for the growth of the employee in the organization. The employee starts his career through learning, basically the culture of the organization and his responsibilities. Motivation is a vital element to learning because if an organization does not possess the ability to motivate its employees, the knowledge within the organization is not practically used to the fullest. (Osteraker, 1999) Thus, in every successful organization, finding the factors that will motivate its employees to partake in continuous performance and to take advantage of this knowledge, accordingly, becomes their aim (Osteraker, 1999).

Motivation and performance go hand in hand. Motivation can be assumed as the reason or the force behind why a person does what he or she does. Sometimes, it is also a means to make the person perform better and more efficient. Basically, there are three assumptions in human motivation established in research. The first one assumes that motivation is inferred from a systematic analysis of how personal, task and environmental characteristics influence behavior and job performance (Wiley, 1997). The next one infers that motivation is not a fixed trait; but rather it refers to a dynamic internal state resulting from the influence of personal and situational factors (Wiley, 1997).

The Self-determination theory (Ryan & Deci, 2000) distinguishes between amotivation (the state of lacking the intention to act), intrinsic motivation (the state of doing an activity out of interest and inherent satisfaction; it is the prototype of autonomous or self-determined behaviour), and extrinsic motivation which is characterized by four types of regulation and falls along the self-determination continuum between amotivation and intrinsic motivation. External regulation is the least autonomous form of extrinsic motivation and includes the classic instance of being motivated to obtain rewards or avoid punishments. Introjected regulation involves an external regulation which has been internalized but not truly accepted as one's own. Regulation through identification involves a conscious valuing of a behavioural goal or regulation, an acceptance of the behaviour as personally important. Integrated regulation results when identifications have been evaluated and brought into congruence with the personally endorsed values, goals, and needs that are already part of the self. Behaviour is governed by integrated regulations are still considered extrinsic because they are done to attain personally important outcomes rather than for their inherent interest and enjoyment.

Attitude surveys have been used frequently in business to obtain the valuable information regarding job-related motivational preferences of the workforce to fostering their morale and performance. In this connection, a survey was conducted in 1946 on industrial employees by Labour Relations Institute of New York and reported in Foreman Facts (Hersey and Blanchard, Malik and Naeem: Motivational Preferences of Pharmaceutical Sales force 21 1969) to explore the importance of ten job reward factors. The employees placed highest importance on appreciation and least importance on discipline to motivate them in their work.

Kovach (1980) investigated preferences of 200 employees regarding ten job reward factors. The results of the survey indicated that the respondents put "interesting work" at the top of the list and tactful discipline at the bottom of the list. In another similar survey, Kovach (1987) found changes in the motivational preferences of the industrial employees. He commented that substantial improvement in standard of living and quality of life of the Americans in the last 40 years probably justify why the respondents valued interesting work more than wages.

This shows that leadership basically plays an important role in employee motivation. The supervisor should know how to recognize success and how to praise those who deserve praises. Several studies found positive linkage between leadership styles and job satisfaction, except for the initiating structure leadership style, which similarly shows negative effect on job satisfaction (Pool, 1997). Deserving employees can be effectively praised and recognized through awards and bonuses. Developing a program where a particular employee with good performance would be branded as employee of the week can also be a good idea. Of course, this should also come with small rewards to make employees feel that their efforts pay off. Furthermore, a feedback rater group should be established to identify those who deserve praise, but should be anonymous. Ratings should be on employee behavior and work performance.

Managers in every kind of organization have made generalized assumptions about what motivates their employees. Motivation seems to be the single most important determinant of performance (Kreisman, 2002). Jaruphongsa (1998) reviewed (Dessler, 1980) that job performance is the result of motivation and ability. Ability includes training, education, equipment, simplicity of task, experience, and both inborn mental and physical capacity. (Rupp et al 2003) argued that motivation

makes an organization more effective because motivated employees are always looking for better ways to do a job, generally are more quality-oriented and are more productive, so it is important for management to understand how organizations influence the motivation of their individual employees.

If one was to ask managers and supervisors, what motivation is, one would probably get different responses. Some would say it is getting people involved. Others may say motivation is letting people know that the jobs they do are important and valued. Still others may define motivation as worker initiative. However it is defined, motivation is probably one of the most important human resources management responsibilities (Jerris, 1999). As a guideline, there are broadly seven strategies for motivation.

Positive reinforcement / high expectations

Effective discipline and punishment

Treating people fairly

Satisfying employees needs

Setting work related goals

Restructuring jobs

Base rewards on job performance

These are the basic strategies, though the mix in the final recipe will vary from workplace situation to situation. There are many options and an uninitiated manager may not even know where to start. Essentially, there is a gap between an individual's actual state and some desired state and the manager tries to reduce this gap. Motivation is, in effect, a means to reduce and manipulate this gap. It is inducing others in a specific way towards goals specifically stated by the motivator. Naturally,

these goals as also the motivation system must conform to the corporate policy of the organization. The motivational system must be tailored to the situation and to the organization.

Considerable research has been conducted regarding the definition of motivation. According to Dessler (1980, p.55) motivation is both one of the simplest and most complex of management jobs. It is simple because people are basically motivated or driven to behave in a way that they feel leads to rewards. So motivating someone should be easy: just find out what he or she wants and hold it out as a possible reward. According to Daschler and Ninemeier (1984, p.210), motivation is a state or force within an individual that makes the employee act in a way designed to achieve some goal. Taking this broad definition and putting it into the context of supervision in the hospitality operation, we might say that motivation is what the supervisor does to encourage and influence other people to take necessary action. This is different, however, from the supervisor who establishes a goal dealing with “what I will do to motivate my employees” (Daschler and Ninemeier, 1984, p.210). Motivation is, in fact, an internally generated force or drive within the individual which provides an incentive for the employee to act.

Ray and Wieland (1985) stated that motivation is the force within a person that makes him/her act in a certain way to achieve some goal. As taken from Madsen (1974, p.13) “motivation is an important concept in modern psychology. It is not possible to understand, explain or predict human behavior without some knowledge of motivation” (Cai, 1993, p.8).

According to Drummond (1990) motivation is in the individual and helps to explain behavior. Motivation is an intricate inside process with three components: what drives the individual to behave

in certain ways, what steers the behavior, and what maintains the behavior. To satisfy the employees' need is very difficult because each employee has different characteristics that affect behavior. The factors that organizations have to be concerned with are self-concept, attitudes, values, interests, feelings, personality, and life experiences. They have to encourage employees through a positive organizational climate and cultivating motivational techniques that will motivate the employees.

2.3 Techniques to Motivate Employees

There are many motivational factors that can be used to encourage employees to work. The following are "Standards" in workplace supervision.

2.3.1 Communication

Within any organization, communication is important for passing along information from one individual or group to another. Communication can be in several ways such as verbal, nonverbal, upward, and downward. Lack of good communication causes low productivity, poor service, and increased costs (Drummond, 1990). The success of managers is determined by the jobs their employees do. Since motivated employees are more productive, managers must have a clear interest in knowing what motivates their staff. Communication is one of many factors to motivate employees into a cohesive working module which results in objectives being achieved (Morgan, 1990).

Types of communication

Wheelhouse (1989) stated that communication could occur in many ways both formal and informal. Normally, it falls into three categories: downward communication, upward communication, and lateral communication.

- i. **Downward communication:** Downward communication is occurs from higher levels in an organization to lower levels. It is mostly of an informative or directive nature. Communication between managers to subordinates is the sample of downward communication. The other channels of downward communication used by managers are policy manuals, employee handbooks, newsletters, magazines, memoranda, annual reports, posters and bulletin boards. Each item should have a specific purpose and be written clearly.
- ii. **Upward communication:** The greatest communication is upward communication according to Cheng (1995). Upward communication is the communication that comes from the lower level to the top level such as from the employees to the managers. The sample of upward communication includes the suggestion box, employees satisfaction survey, open-door policy, management-employee meetings, and exit interviews. The managers should accept new ideas even offbeat, without anger. They should encourage more frankness from their employees and make themselves more accessible.
- iii. **Lateral communication:** Lateral communication is the interchange of information and ideas among all sectors of organization or people at the same level. Effective lateral communication is an essential element of teamwork. Without this interchange, the structure of the organization would be no different from an office building and all employees working independently. Usually, a hospitality organization is a group of people working together for the most satisfaction of guests.

2.3.2 Training

Powers and Barrows (1999) noted how training becomes an important activity for any organization. Training provides on-the-job experiences and information that help employees become more proficient or qualified at a task at their current jobs. Training deals with the “how’s” – how to be a better manager. A well trained group of employees should result in a reduction of costs, stress,

turnover, and absenteeism and a corresponding increase in efficiency and customer satisfaction (Mill, 1998). Steven Hickey, senior vice president of T.G.I Friday's, noted "training is probably the most important aspect of reduced turnover because it minimizes mistakes and that minimizes a lot of reasons for turnover" (Powers and Barrows, 1999).

Training is important because of changing technology and markets. Managers and employees need to update their skills through training. Training programs can be addressed in many ways such as classroom lectures, problem-solving case analysis and interactive role-plays (Yu, 1999). Conrade, Woods and Ninemeier (1994) asked participating employees about the influence of training on their performance. Ninety three percent indicated that training programs that improved their skills, knowledge, and behavior would encourage them to stay at a company. Powers and Barrows (1999) stated that the alternative to training or no training might be more expensive. Training does cost a lot of but no training means poor service and lost customers. So the lost revenue from poor services far exceeds the cost of training employees properly.

2.3.3 *Wages and Salaries*

An extensive review of the literature indicates that important work- related variables leading to job satisfaction include challenging work, interesting job assignments, equitable rewards, competent supervision, and rewarding careers. It is doubtful, however, whether many employees would continue working were it not for the money they earn. Employees desire compensation systems that they perceive as being fair and commensurate with their skills and expectations. Pay, therefore, is a major consideration in human resource management because it provides employees with a tangible reward for their services (Bohlander, Snell, and Sherman, 2001).

Stone (1982) indicated that people are motivated by money for many different reasons. The need to provide the basic necessities of life motivates most people. Some people think of money as instrumental to satisfying noneconomic needs such as power, status and affiliations with desired groups. Money is often viewed as a symbol of personal success and achievement.

Many factors affect how wages and salaries are set. The factors depend on area of living, the labor market, minimum wages and other governmental regulations, the cost of living, the ability of the employer to pay, the worth of the job and the presence of a collective bargaining agreement. Pay rates can be adjusted to help employees cope with their living situations (Drummond, 1990).

2.3.4 Fringe Benefits

Fringe benefits are a complement to wages of workplace compensation. The fringe benefits for the workers in organizations helps by creating a positive, motivating work climate, increases in productivity, sales, profitability, excellent quality and cost control. Money is an important factor to motivate employees but today, fringe benefits become equal to money as an important role to motivate employees. So an essential part of learning to lead managers is to understand better the conditions which an employee needs the most to perform the best job (Drummond, 1990).

Each year, organizations have a lot of expense from employees' benefits. However, a benefits program should meet the objective of motivating employees. A good benefits program will allow employees to share their idea by doing surveys or other methods and organizations should accept their ideas to improve benefits. Employers should also periodically review the benefits program to be sure that it is meeting employees' needs. The categories of benefits contain a list of basic

employees' benefits provided by organizations (Drummond, 1990). There are varieties of employee benefits: for example;

- i. **Health insurance:** Health insurance is the most common benefit in the U.S. in 1983, the most expensive benefit for employers to pay was Social Security pay for retirement. In 1988, health insurance became the most expensive benefit, largely because health care costs have been increasing dramatically since 1965. One result of this has been that more organizations are shifting part of the cost of health insurance onto the employees. By far a majority of employers in the United States offer health insurance to their employees Drummond, (1990). The same trend can be witnessed in Kenya today, where employers procure medical cover for their employees.
- ii. **Paid leave:** It is generally agreed that vacations are essential to the well-being of an employee. Eligibility for vacations varies by organizations, locale, and size. To qualify for longer vacations of three, four, or five weeks, one may expect to work for seven, fifteen and twenty years, respectively. A new benefit offered by 11 % of 1,000 employers surveyed nationwide allows employees to “buy” an extra week of vacation. The cost to employees is a lost week of pay, making the extra vacation period simply time off without pay. Vacation buying programs appeal to relatively new employees who haven't acquired the time for longer vacation periods. This benefit also favors employees who need extra time to care for aging parents or those simply wishing to extend a vacation period Bohlander, Snell and Sherman, (2001).
- iii. **Pension:** Pension is deferred income that employees accumulate during their working lives and that belongs to them after a specified number of years of service. Since the passage of the Social Security Act, pension plans have been used to supplement Social Security benefits. Pensions were originally used as a way of retaining employees and rewarding them for staying with the

organization until retirement. Thus, employees who quit or who were terminated before retirement were considered ineligible for the pension “award” (Jerris, 1999).

v. Meals: In many organizations, employees receive one free meal per day and an unlimited amount of water, and other beverages such as tea and coffee.

2.3.5 Good Working Environment

Whitely (2002) noted that the working environment can often be a cause of low productivity. Employees need adequate equipment, space, heating, lighting and ventilation. Color also has a significant impact on the work environment. Restrooms and lockers need to be clean, secure, and well maintained. The food provided should be the same for line employees as for the managers. Managers, including top executives, should be expected to eat at the cafeteria except when entertaining. If it’s not good enough for managers, it should be consider not good enough for line employees. Cheng (1995) noted that a good working environment means employees want the same conditions in their work lives as management. They need challenge, support from superiors, a quality workplace, friendly co-workers and respect. To have a good working environment, managers have to trust them and value them. When they fail, they must know that the manager will have a defined process to help them get back on track. Finally, managers need to listen to them and accept their workplace ideas.

Thus, to better understand how to motivate employees, managers should understand the basic theories of motivation (Cheng, 1995). The two founding theories include Maslow’s theory and Alderfer’s theory. Both theories present the basics of human needs.

2.4 Motivational Theories

Human beings are motivated by many needs. These depend on many factors and vary by the person and individual situation. Basic needs are food, clothing, medicine and shelters, but workplace needs extend to acceptance and self-esteem. Each individual will experience these factors in different offering awards when his job is done as expected; Maslow said it is more important to be part of a social group that will motivate him (Wren, 1995).

2.4.1 Maslow's Hierarchy of Needs

According to Maslow (1954), five basic constructs form the human hierarchy of need. There are physiological needs, security needs, belongingness needs, esteem needs, and self-actualization needs. Maslow's conceptualization of needs is represented by a triangle with five levels which he called the Hierarchy of Needs. Maslow stated that lower level needs must be satisfied before the next higher level. When people satisfy the first level, they will go the next level and the next.

Fig. 2.1: Maslow's Hierarchy of Needs



© Maslow, Abraham (1954)

Maslow said higher-level needs like those for self-esteem or self-actualization would not become salient (even when unfulfilled) until lower needs were satisfied.

If Maslow's theory is true, there are some very important leadership implications to enhance workplace motivation. There are staff motivation opportunities by motivating each employee through their style of management, compensation plans, role definition, and company activities.

- i. **Physiological Motivation:** Provide ample breaks for lunch and recuperation and pay salaries that allow workers to buy life's essentials.
- ii. **Safety Needs:** Provide a working environment which is safe, relative job security, and freedom from threats.
- iii. **Social Needs:** Generate a feeling of acceptance, belonging, and community by reinforcing team dynamics.
- iv. **Esteem Motivators:** Recognize achievements, assign important projects, and provide status to make employees feel valued and appreciated.
- v. **Self-Actualization:** Offer challenging and meaningful work assignments which enable innovation, creativity, and progress according to long-term goals.

Everyone is not motivated by same needs. At various points in their lives and careers, various employees will be motivated by completely different needs. It is imperative that each employee's needs currently being pursued are recognized. In order to motivate their employees, leadership must understand the current level of needs at which the employee finds themselves, and leverage needs for workplace motivation.

Maslow's Theory - Limitations and Criticism

Though Maslow's hierarchy makes sense intuitively, little evidence supports its strict hierarchy. Actually, recent research challenges the order that the needs are imposed by Maslow's pyramid. As

an example, in some cultures, social needs are placed more fundamentally than any others. Further, Maslow's hierarchy fails to explain the "starving artist" scenario, in which the aesthetic neglects their physical needs to pursuit of aesthetic or spiritual goals. Additionally, little evidence suggests that people satisfy exclusively one motivating need at a time, other than situations where needs conflict.

While scientific support fails to reinforce Maslow's hierarchy, his theory is very popular, being the introductory motivation theory for many students and managers, worldwide. To handle a number of the issues of present in the Needs Hierarchy, Clayton Alderfer devised the ERG theory, a consistent needs-based model that aligns more accurately with scientific research.

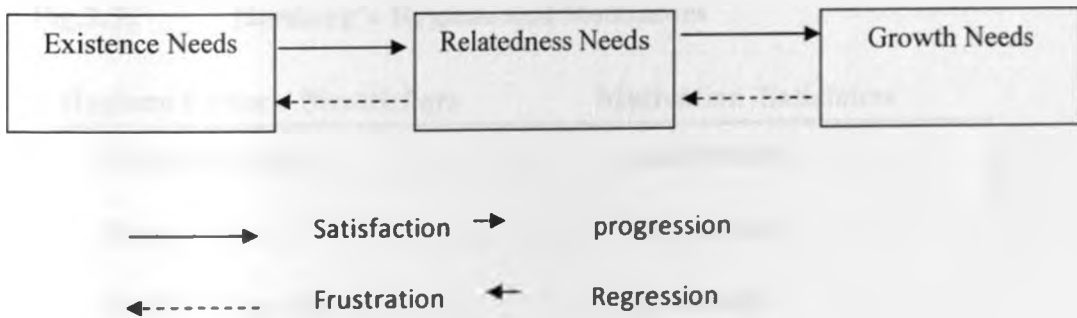
2.4.2 ERG Theory

Alderfer (1969) said there are three groups of core needs: existence, relatedness, and growth. It was called ERG theory. The existence group is concerned about providing the basic material. The relatedness group is concerned about personal relationships. And the last group is growth needs. It is concerned about intrinsic desire for personal development. It is similar to Maslow's hierarchy of needs in many ways.

<i>ERG theory</i>	<i>Maslow's theory</i>
Existence needs-----	→ Physiological needs
	- Security needs
Relatedness needs -----	→ Belongingness needs
	- Esteem needs
Growth needs -----	→ Self-actualization

Although there are similarities, there are two important differences. First, Alderfer's said sometimes multiple needs could also be operating as motivators. Second, differing from Maslow's to start at the lower level first; sometimes people need the higher level before the lower level. It depends on each situation and each situation is different (Wren, 1995). If the ERG theory holds, then unlike with Maslow's theory, managers must recognize that an employee has multiple needs to satisfy simultaneously. Furthermore, if growth opportunities are not provided to employees, they may regress to relatedness needs. If the manager is able to recognize this situation, then steps can be taken to concentrate on relatedness needs until the subordinate is able to pursue growth again.

Fig 2.2 Clayton Alderfer's ERG Theory



© Alderfer, C. (1972).

2.4.3 Herzberg's Theory

Herzberg's theory is based on two distinct sets of factors that influence behavior:

- i. Basic factors influencing job dissatisfaction, which include pay, organization policies, working environment and the satisfaction with supervision.
- ii. Motivating factors influencing job satisfaction, which include recognition, promotion, achievement, and the intrinsic nature of the work.

According to Herzberg, job satisfaction and dissatisfaction are seen as two distinct and independent continuums. At one end, it ranges from satisfaction to no satisfaction while at the other; it ranges from dissatisfaction to no dissatisfaction. Herzberg considered job factors such as pay, status, working environment, job security and interpersonal relations as extrinsic factors. These factors have a disrupting effect in that employees will become dissatisfied with their jobs when these needs are not adequately met. On the other hand, factors such as the work, recognition, feeling of achievement, opportunities for growth and advancement are known as intrinsic factors (Wong, Siu and Tsang, 1999). Balmer and Baum (1993) applied Herzberg's theories to the area of hotel guest satisfaction in Cyprus. They argued that Herzberg's theory is more applicable and relevant than Maslow's, in view of changes in customer expectations and the concept of quality.

Fig.2.3: Herzberg's Hygiene and Motivators

Hygiene Factors/ Dissatisfiers	Motivation /Satisfiers
Company policy	Achievement
Supervision	Recognition
Relationship w/Boss	Work itself
Work conditions	Responsibility
Salary	Advancement
Relationship with Peers	Growth

© Herzberg, F., 1987

If the motivation-hygiene theory holds, management not only must provide hygiene factors to avoid employee dissatisfaction, but also must provide factors intrinsic to the work itself in order for employees to be satisfied with their jobs. Herzberg argued that job enrichment is required for intrinsic motivation, and that it is a continuous management process. According to Herzberg:

- i. The job should have sufficient challenge to utilize the full ability of the employee.
- ii. Employees who demonstrate increasing levels of ability should be given increasing levels of responsibility.
- iii. If a job cannot be designed to use an employee's full abilities, then the firm should consider automating the task or replacing the employee with one who has a lower level of skill. If a person cannot be fully utilized, then there will be a motivation problem.

Critics of Herzberg's theory argue that the two-factor result is observed because it is natural for people to take credit for satisfaction and to blame dissatisfaction on external factors. Furthermore, job satisfaction does not necessarily imply a high level of motivation or productivity. Herzberg's theory has been broadly read and despite its weaknesses its enduring value is that it recognizes that true motivation comes from within a person and not from external factors.

According to the expectancy theory, employees expect and need to be rewarded according to the work they do, and will help them to develop their capability, help them to work up to a higher level so that they can be better rewarded (Kreisman, 2002). Employees expect organizations to have compensation systems that they perceive as being fair and commensurate with their skills and expectations. The compensation may, in some cases, act as employee motivators. These compensations that employees receive may be value-added compensation including direct compensation, such as salary, incentives and commissions; and indirect compensation, such as insurance benefits, employee recognition programs, flexible work hours, and vacation benefits.

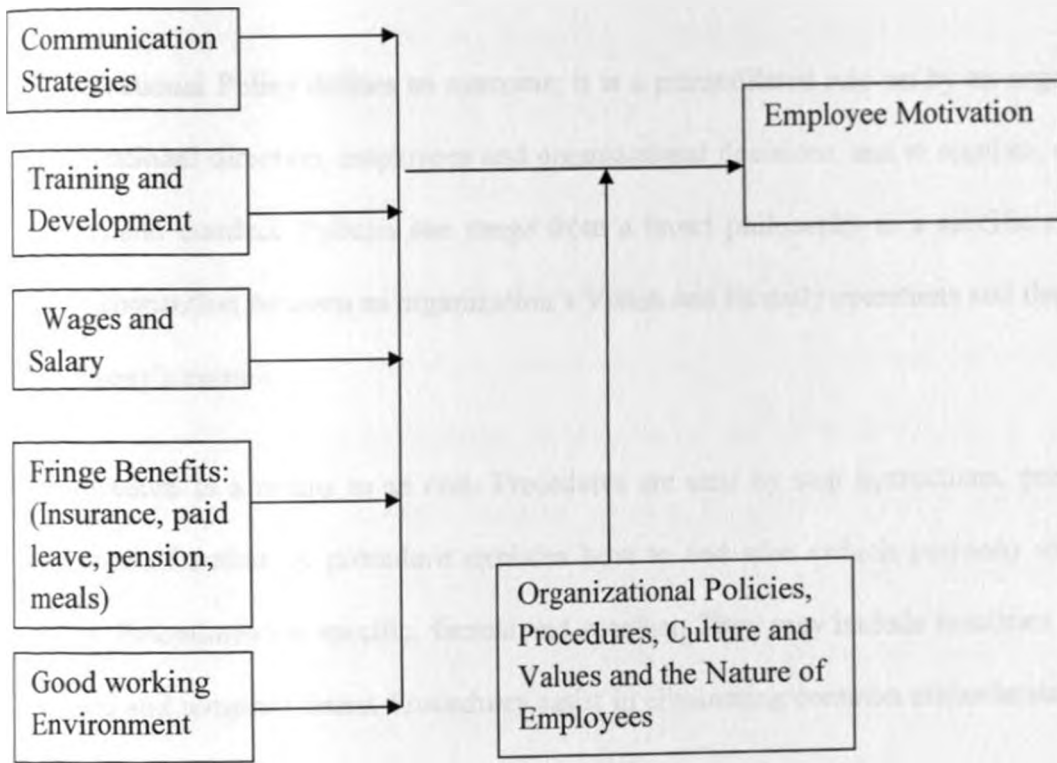
Similar to Maslow's theory of needs hierarchy, the expectancy theory may also be applied in the organizational context. More specifically, it could possess vital implications with regard to corporate reward system. A clear connection between rewards and performance must be determined

- i. The connection between rewards and performance must be related to the human resources,
- ii. The rewards must be provided based on performance,
- iii. The rewards must fulfill the specific needs of the employees so as to draw out a high level of motivation, and,
- iv. Barriers in organizations that hinder excellent performance must be eradicated to ensure motivated behaviour.

If the staffs in an organisation believe that it needs to put effort and lead to performance in order to achieve certain rewards and personal goals, reward system could motivate them to learn.

2.5 Conceptual Framework

Figure 2.4: Conceptual Framework for the Factors that influence Employee Motivation



Independent variable

Intervening variables

Dependent variable

The Conceptual Framework above presents several factors that can influence and determine the level of employee motivation at the NCAPD. They include communication; training and development plans for employees; wages and salaries that are commensurate to the level and nature of work the employee does; fringe benefits offered to employees and a good working environment for employees.

However, there are intervening variables that the researcher perceives to have potential influence on motivation of the employees at the NCAPD and are given in the conceptual framework as the organizational policies and procedures; culture and values; nature of employees and also their job satisfaction.

Organizational Policy defines an outcome; it is a premeditated rule set by an organization to guide organizational direction, employees and organizational decisions, and to regulate, direct and control actions and conduct. Policies can range from a broad philosophy to a specific rule. They are the direct connection between an organization's Vision and its daily operations and the underpinnings to a company's culture.

A procedure is a means to an end. Procedures are step by step instructions, prescribing an exact sequence of action. A procedure explains how to and who (which position) will implement the policy. Procedures are specific, factual and succinct. They may include timelines, specific forms to be used and template forms. Procedures assist in eliminating common misunderstandings which can result in costly mistakes.

A motivated workforce results to: productivity improvement, employee commitment, employee efficiency, resources integration, employee retention, and effective Management. It was therefore important to evaluate factors that influence motivation of staff at the NCAPD in order to ensure that the most relevant factors are considered as part of the implementation plan of staff motivation by management within the framework of the organizational policies, procedures and the organizational culture and values in the Agency.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter provides the methodology for the proposed study and covers different approaches such as target population, research design, the sampling methods, instruments for data collection, the data collection procedure and methods of data analysis.

3.2 Research Design

The study was based on a cross-sectional survey approach. This design was used to achieve the exploratory and the descriptive objectives of the study which highlighted the employees' beliefs and perceptions with regards to employee motivation in the NCAPD. According to Mays and Pope (2000), the quantitative research approach is most appropriate when conducting descriptive and exploratory study in order to quantify data that seem immeasurable, such as feelings, beliefs, and thoughts. This permitted a flexible and interactive approach of analyzing and statistically manipulating the collected information.

3.3 Target Population

Usually any target population of a study aims at answering the question about who should constitute the study's participants. Breakwell (1995) defines population as the set of all "units" of analysis in one's problem area. Based on this definition, the population from which the conclusions for the study were made included all the employees of the NCAPD based both at the Agency's headquarter, as well as the ten regional offices. The NCAPD is divided into three categories of staff, namely Senior Management, Middle Management and administration Support Staff. A summary of the three categories and their composition is given in the table below:

Fig. 3.1 Composition of NCAPD Staff

CATEGORY	Composition of Staff in Category	Number of Employees
Senior Management	Chief Executive Office	1
	Deputy Directors	2
	Programme Managers	3
	Finance and Administration Manager	1
	Total	7
Middle Management/ Technical Staff	Internal Auditor	1
	Regional Population Coordinators	10
	Senior Population Programme Officers	4
	Population programme Officers	5
	Administration and Management Support Officer	1
	Accountant	1
	Human Resources Officer	1
	Total	23
Administration Support Staff	Administrative Assistants I	7
	Administrative Assistants II	10
	Drivers	16
	Switchboard Operator	1
	Subordinate Staff	5
	Total	39
Total Number of Employees		69

3.4 Sample size and selection

According to Nesbary (2000), a sample is a subset of a population that has been selected to reflect or represent characteristics of a population. Since the target population consists of 69 employees of the NCAPD, a census was taken. Employees at the NCAPD are structured in three categories; senior management, middle management and support staff, with the senior management based at the head

office in Nairobi. Other cadres of staff are either based at the head office or in the ten regional offices of the Agency. A summary of the total number of employees of the NCAPD, and that are the target population of this study is as follows:

Fig. 3.2: Summary of NCAPD Employees by Cadre

CATEGORY	Number of Employees	% of Target Population	Response rate (Number)
Senior Management	7	10	5
Middle Management/ Technical Staff	23	34	21
Support Staff	39	56	38
Total	69	100	64

Of the targeted population for this study, the researcher received 63 of the 68 questionnaires that had been distributed to the three categories of employees of the NCAPD. These included 5 out of the 6 given to senior management, 21 of 23 given to Middle management and 38 of the 39 given to Administration support staff. This gives a total response rate of 93% of the target population.

3.5 Data Collection Instruments

The study comprised of two research questionnaires and one interview schedule.

i) Questionnaires:

The researcher used two survey questionnaires to collect study related data from the target population. One questionnaire was administered to members of senior management and the other for both middle management and support staff of the NCAPD. Self administered questionnaires were used for the convenience of both the researcher and the respondents of the study at the NCAPD. The

questions included in the questionnaires were composed mostly of close-ended queries for easy manipulation of the data during analysis and interpretation, and open ended question to enable the researcher gather information on the preferences, and beliefs of the respondents. The questionnaire was composed of queries that respondents were assessed with using the Likert scale. This approach was used as it aids the understanding of the prevalence or rates of various opinions and how strongly respondents held such opinions. The scale was used to measure not just if the respondents agreed or disagreed with each statement, but also the extent to which they did. The scale format was used to measure the level of agreeability of statements that are categorized according to the concepts of communication, leadership, team work, training and development, and compensation and benefits of the survey participants. The survey form had three main parts which include the basic demographic characteristics of the respondents followed by the key areas that will be focused on by the proposed study.

ii. Interview Schedule:

An interview schedule was used by the researcher to collect study related data from the Chief Executive Officer of the NCAPD.

3.5.1 Piloting of Instruments

For the this study, the researcher carried out a pilot study which involved administering the proposed questionnaire to eight employees of the Kenya National Bureau of Statistics, which just like the NCAPD is a State Corporation, to test the validity of the instruments.

3.5.2 Validity of Instruments

According to Anastasia (1982), validity refers to the quality that a procedure or instrument, or tool used in research is accurate, correct, true, meaningful, and right. For the study, the researcher shared the research instruments with the supervisor for verification. The questionnaire was also shared with staff in the Agency who are experts in survey design. Feedback from the pilot study informed the researcher on which questions to drop or re-state, or correct to collect valid data

3.5.3 Reliability of Instruments

Reliability is the estimate of the degree to which a research instrument yields consistent results or data from repeated trials. The researched used closed ended question as well as open ended questions to each participant across cadres in the target population, and was used as a parallel form measure to test reliability.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION OF FINDINGS

4.1 Introduction

This chapter presents the study findings. Specifically, the first section represents background information regarding the respondents such as demographic profiling, and respondents' opinions on qualifications of the agency staff in relation to the positions they hold in the Agency. The second section represents cross-tabulations for the variables of the study, and the comparison between the information from responses received from senior management, against responses from the Technical staff and Administration Support staff of the Agency. Findings of a factor analysis indicating the ranking of factors that influence employee motivation are also given in this chapter. The chapter ends with a discussion of the findings of the study.

For the quantitative data analysis of the variables of the study, descriptive statistics were primarily used so as to present descriptions in manageable forms. Analysis which involved the evaluation of different cases of a specific variable for a specific period of time, Lane, (2003), were incorporated through statistical tools in the form of the frequency distribution. The researcher also used cross-tabulation to relate different variables to each other. Frequency values and percentages of the answers of the respondents compose some of the findings and results of the study. The percentage formula was used to determine the magnitude of the responses to the questionnaire. The statistical analysis was conducted using SPSS where the quantitative data was tabulated, graphed and evaluated. Critical examination and analysis of the findings was compared and contrasted with each

other. For the coherent, comprehensive and logical presentation of data, tables and polygraphs were used.

The received questionnaires were reviewed for accuracy and the responses were then recorded. Data collected using close ended questions was then coded and keyed in using the Statistical Package for Social Sciences (SPSS) to generate frequency distributions for the variables in order to ease the examination of the pattern of responses. Frequency distributions are in percentages in order to facilitate comparison. Cross-tabulation have also been used for comparing between different cadres and gender.

The response rate of the study was 93% (64 of the 69)

4.2 Demographic Characteristics of the Respondents

In this study, four background characteristics were considered: gender, age, length of service in the Agency and cadre of staff. The findings are presented as follows:

4.2.1 Gender of Respondent

This question sought to determine the gender of the respondents. The findings indicated that the respondents comprised of 65.6% male and 34.4% female respectively. This implies that the Agency has embraced a policy of one third employment opportunity for females and hence this may give this study a more balanced opinion in terms of gender. This is shown in Table 1.

Table 1: Gender of Respondents

Gender	Frequency (f)	Percentage (%)
Male	42	65.6
Female	22	34.4
Total	64	100

4.2.2 Age of Respondents

Findings from the study indicate that majority of the respondents (41.4%) are aged between 41-45 years old, followed by those aged 46-50 at 24.4%. Respondents aged between 31-35 years were the least (10.2%), followed by those between 36-40 (10.9%) and 51 years and above at (14%). In relation to motivation, the younger staff may have more demands in terms of what factors may motivate them, and thus knowing the age bracket of respondents is important. This is as indicated in table 2.

Table 2: Age of Respondents

Age	Frequency (f)	Percentage (%)
31 - 35 years	6	10.2
36 - 40 years	7	10.9
41 - 45 years	27	41.4
46 - 50 years	15	24.4
51 years and above	9	14.0
Total	64	100

4.2.3 Length of Service

The question sought to determine the employment period served by the respondents of this study. 28.8% of the respondents indicated that they had been working for the NCAPD for less than 5 years while those who had worked for more than 20 years, were 16. 9%) respectively as shown in Table 3. More than half of the respondents have worked in the Agency for between 10 and 20 years. Due to the long experience obtained by the majority of employees, this study is likely to benefit because they will give more comprehensive information on the topic of motivation.

Table 3: Length of Service

Length of service	Frequency (f)	Percentage (%)
5 years and Below	18	28.8
6 - 10 years	9	13.6
11 - 15 years	8	11.9
16 - 20 years	18	28.8
21 - 25 years	10	15.2
26 years and above	1	1.7
Total	64	100

4.2.4 Cadre of Respondents

Results show that a total of 64 (93%) out of the possible 69 respondents took part in the study, with 59.4% Administration Support Staff, 32.8% Middle Management and 7.8% Senior Management staff. The study had representation of respondents from all cadre of staff, and thus the views of the different groups are represented in the study. These findings are recorded in table 4

Table 4: Cadre of Respondents

Cadre	Frequency (f)	Percentage (%)
Administrative Support Staff	38	59.4
Middle Management/Technical Staff	21	32.8
Senior Management	5	7.8
Total	64	100

4.3 Communication Strategies and Employees Motivation at the NCAPD

The study sought to find out the importance of communication strategies in motivating employees at the NCAPD, given that communication plays an important role in passing information from one individual form one individual or group to another. Communication strategies in this study refers to

regular passing of information between employees and their supervisors, and recognition and feedback during appraisal. Results indicate that all (100 %) respondents in Senior Management strongly agree that Communication is an important factor in employee motivation, and that they communicate with their subordinates on a regular basis regarding instructions and feedback on work related assignments, and during appraisal. Similarly, 96.6% of all other employees consider communication as an important motivational factor, with only 3.4% considering it as the least important factor of motivation.

On the frequency of communication with their supervisors, 89% of staff agree that they have regular communication with their supervisors, with 6.4% of the employees noting that they do not communicate on a regular basis with their supervisors, while 3.4% were neutral. This is as shown on Table 5.

Table 5: communicate with my supervisor on work related issues

		Frequency (f)	Percent (%)
Valid	Strongly Agree	22	37.3
	Agree	31	52.5
	Neutral	2	3.4
	Disagree	4	6.8
	Total	59	100.0

Asked whether they received information on what was required of them as they performed their duties, 86% in agreement that they receive communication they require for them to perform the required duties, with 7% saying they did not receive this kind of information, and another 7% remained neutral. On receipt of feedback from their supervisors, 75.9 % of the respondents said that they received feedback from their supervisors on. and throughout the implementation of their tasks.

with 10.3% remaining neutral, and 13.8 percent saying that they do not receive this sort of feedback.

This is presented in Table 6.

Table 6: Feedback from my supervisor on, and throughout the implementation of tasks

		Frequency (f)	Percent (%)
Valid	Strongly Agree	11	19.0
	Agree	33	56.9
	Neutral	6	10.3
	Disagree	8	13.8
	Total	59	100.0

It was interesting to find out that 25.5% of respondents indicated that they do not receive any recognition from their supervisors for their good performance, while 27.3% remained neutral, when asked if they believed they were recognized for good performance. Only 47.3% said that they believed their supervisors recognized them for their good performance, as shown in table 7.

Table 7: Recognition for good performance during appraisal

	Frequency (f)	Percent (%)
Strongly Agree	6	10.9
Agree	20	36.4
Neutral	15	27.3
Disagree	5	9.1
Strongly Disagree	9	16.4
Total	59	100.0

From the above results, it is important to note that all respondents are in agreement that communication is an important factor in staff motivation. However, results indicate that not all staff communicate regularly with their supervisors, and a quarter of the respondents are not recognized by their supervisors for good performance. Lack of good communication causes low productivity, poor service, and increased costs (Drummond, 1990). The success of managers is determined by the jobs their employees do. Since motivated employees are more productive, managers must have a

clear interest in knowing what motivates their staff. Communication is one of many factors to motivate employees into a cohesive working module which results in objectives being achieved (Morgan, 1990).

4.4 Influence of Training on Motivation of different Cadre of Employees at the NCAPD

The study sought to find out the extent to which training influences the motivation of different cadre of staff at the NCAPD. Majority (100% of senior management and 96% of middle management and Administration support staff) of the employees agreed that training opportunities motivate employees. 1.7% were neutral and a similar proportion were in disagreement as indicated in Table 8.

Table 8: Belief of influence of training opportunities on employees' motivation

	Frequency (f)	Percent (%)
Strongly Agree	38	64.4
Agree	19	32.2
Neutral	1	1.7
Disagree	1	1.7
Total	59	100.0

Interesting to note is that although the majority of employees believe that training motivates them to perform better, results presented in table 9 indicate that only 42.4% of staff get training opportunities at the NCAPD, that motivate them. 23.7 % remain neutral, while a quarter of the respondents strongly disagree that they receive training that motivates them. Of the Administration support staff, only 34% reported to be getting training that motivates them while half of them (49.9%) indicate that they did not get training that motivated them. This is not similar to middle management, as only 4.7 % of the cadre reported not to be receiving training that motivates them. 57% of middle management reported to be receiving training that motivates them.

Table 9: Cadre and training received

Cadre	I do believe that I receive good training that motivates me and improves my performance										Total	
	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree			
Administrative Support Staff	3	7.8%	10	26.3%	6	15.7%	14	36.8%	5	13.1%		
Middle Management/ Technical Staff	3	14.2%	9	42.8%	8	38.1%	1	4.7%	0	0%	21	100%
Total	6	10.2%	19	32.2%	14	23.7%	15	25.4%	5	8.5%	59	100%

Findings of the study indicate that employees at the Agency view training as a motivating factor. This finding is supported by several writers. According to Mill (1998), a well trained group of employees should result in a reduction of costs, stress, turnover, and absenteeism and a corresponding increase in efficiency and motivation. Steven Hickey, senior vice president of T.G.I Friday's, noted "training is probably the most important aspect of reduced turnover because it minimizes mistakes and that minimizes a lot of reasons for turnover and dissatisfaction" (Powers and Barrows, 1999).

4.5 Wages and Salaries on Motivation of different Cadre of Employees at the NCAPD

The study sought to establish the extent to which the different cadre of staff are motivated by wages and salaries offered to them by the NCAPD. Findings indicate that all (100%) of employees at the Agency are of the opinion that salary is an important motivating factor. The results of what the opinion of employees on the process of compensation are as presented in table 10.

Table 10: Fairness of Compensation Process at the NCAPD

	Frequency (f)	Percent (%)
Strongly Agree	2	3.4
Agree	13	22.4
Neutral	27	46.6
Disagree	13	22.4
Strongly Disagree	3	5.2
Total	59	100.0

22.4% of the respondents reported that they were in agreement that the compensation process was fair, and 27.8% were in disagreement. 46.6% of the respondents in the Middle management and Administration support staff cadres were neutral and indicated that it was neither fair nor unfair. Interestingly, results indicate that 50% of senior management believes that staff under them were not satisfied with their current salary. Table 11 presents the general findings of satisfaction of both administration support staff and middle management on their current pay.

Table 11: satisfaction with the current pay

	Frequency (f)	Percent (%)
Strongly Agree	2	3.4
Agree	9	15.3
Neutral	19	32.2
Disagree	22	37.3
Strongly Disagree	7	11.9
Total	59	100.0

Of the respondents, only 18.6% reported satisfaction with their current salary. Nearly half of the respondents (49.2 %) expressed their dissatisfaction with their current pay, with 32.2% choosing to remain neutral. Further analysis indicated that 60.4% of Administration support staff were dissatisfied with their current pay, compared to 17.8% of middle management staff who shared a similar opinion. Only 15.7% of the Administration support staff are satisfied with their current pay,

compared to nearly a quarter (23.7%) of middle management. 47.7% and 23.6% of middle management and administration support staff respectively are neither satisfied nor dissatisfied with their current pay. The results are presented in table 12.

Table 12: Satisfaction with current pay by Cadre

Cadre	I do believe that I am satisfied with the current pay								Total			
	Strongly Agree		Agree		Neutral		Disagree				Strongly Disagree	
Administrative Support Staff	1	2.6%	5	13.1%	9	23.6%	17	44.7%	6	15.7%	38	100%
Middle Management/Technical Staff	1	4.7%	4	19.0%	10	47.6%	5	13.1%	1	4.7%	21	100%
Total	2	3.4%	9	15.3%	19	32.2%	22	37.3%	7	11.9%	59	100%

It is doubtful, whether employees would continue working were it not for the money they earn. Employees desire compensation systems that they perceive as being fair and commensurate with their skills and expectations. According to Bohlander, Snell, and Sherman, (2001) pay, is a major consideration in human resource management because it provides employees with a tangible reward for their services. If employees do not feel fairly compensated for the services they render, then they will not be motivated to perform to the best of their ability.

4.6 Influence of Fringe benefits on Motivation of different Cadre and Gender of Employees at the NCAPD

The study sought to find out the extent to which fringe benefits motivate different cadre and gender of staff at the NCAPD. For this study, fringe benefits are defined as complements to wages of workplace compensation and include insurance, meals, paid leave, and pension contribution. Findings indicated that senior management agree that fringe benefits are an important motivation

factor. As presented in Table 13, 94.8% of employees rate fringe benefits as an important motivational factor, and only 3% indicate that it is the least important.

Table 13: Fringe benefits (Insurance, paid leave, pension, meals) as a motivating factor

	Frequency (f)	Percent (%)
Most Important	29	48.3
Important	27	46.6
Least Important	3	5.2
Total	59	100.0

On analyzing further and cross tabulating each cadre by their responses on the importance of fringe benefits in motivation, the findings indicated that there was agreement across cadres that fringe benefits were an important motivating factor as recorded in Table 14.

Table 14: Cadre and Fringe benefits (Insurance, paid leave, pension, meals) as a motivating factor

Cadre	Rate of Fringe benefits (Insurance, paid leave, pension, meals) as a motivating factor						Total	
	Most Important		Important		Least Important			
Administrative Support Staff	18	47.3%	18	47.3%	2	5.2%	38	100%
Middle Management/Technical Staff	11	52.3%	9	42.8%	1	4.7%	21	100%
Total	29	48.3%	27	46.6%	3	5.2%	59	100%

Interestingly, a cross tabulation between gender and opinion of the importance of fringe benefits indicates that all males are of the opinion that fringe benefits are important motivational factors, while 14.2% of females view fringe benefits as the least motivating factor.

Table 15: Gender and Fringe benefits (Insurance, paid leave, pension, meals) as a motivating factor

		Rate of Fringe benefits (Insurance, paid leave, pension, meals) as a motivating factor							
		Most Important		Important		Least Important		Most Important	
Respondent's Gender	Male	17	44.7%	21	65.3%	0	0%	38	100%
	Female	12	57.1%	6	28.6%	3	14.3%	21	100%
Total		29	49.1%	27	45.8%	3	5.1%	59	100%

According to Drummond, (1990) money is an important factor to motivate employees but today, fringe benefits become equal to money as an important role to motivate employees. So an essential part of employee motivation strategies is to understand better the conditions which an employee needs the most to perform best.

4.7 Influence of good Work Environment on Motivation of Employees at the NCAPD

This study sought to find out the extent to which a good work environment motivates staff at the NCAPD. For the study, variable considered to contribute to a good work environment included team work and cooperation with co-workers, opportunities for advancement, flexible working hours, job security interesting work and the general work environment in totality which includes provision of necessary equipment and material for one's kind of work, lighting, and equal treatment of staff across cadres at the workplace. Majority of management and Administration support staff and middle management reported to agree that a good working environment is an important motivational factor. Findings indicate that 3.4% of respondents are of the opinion that that the general work environment is not an important motivational factor, 1.7% reported that team work and cooperation

is the important, 8.5% do not consider flexible working hours an important motivational factor, and 5.2% do not consider interesting work, and 3.4% do not consider job security as an important motivational factor. However 100% of the respondents consider opportunity for advancement as an important motivational factor. These findings are summarized in table 16.

Table 16: Good working environment as a motivating factor

	Important		Not Important		Rank
Opportunity for advancement	59	100%	0	0%	1
Team work/ Cooperation with co-workers	58	98.3%	1	1.7%	2
Job security	57	96.6%	2	3.4%	3
General Working environment	57	96.6%	2	3.4%	3
Interesting job	56	94.8%	3	5.2%	4
Flexible working hours	54	91.5%	5	8.5%	5

4.8 Factor Analysis: Hypothesis Results

Each employee was asked to state how much he /she agrees or disagrees with statements that were derived from motivation factors and put on a five point likert scale where 1 was strongly disagree and 5 was strongly agree. Analysis of variance was carried out for each response and was analyzed by gender and job cadre. In this study, job cadre was categorized into Administrative Support Staff and Middle Management/Technical.

Table 17 indicates general agreement of all factors by both male and female except that there is significant difference between male and female mean rating on motivation to perform better by organization's compensation ($P=0.003$). Mean rating by male was higher than that of females which indicates that the organization needs to focus on gender specific fringe benefits to achieve high motivation level.

Table 18 indicates that, the null hypothesis of no significant difference between Administrative Support Staff and Middle Management/Technical Staff mean ratings concerning training motivational factors, was rejected in two of the three factors that are associated with training and development. Middle Management and Technical staff believe that they are qualified and able to do their job ($P=0.068$) more than the administrative support staff do. They also believe that they receive good training that motivates them and improve their performance ($p=0.004$) than the administrative support staff do. On the other hand table 19 and 20 indicate that they are generally in agreement in that, training opportunities influences employee's motivation. When ranking training as a motivating factor, there is no significant difference in the ranking by job cadre but there is significant difference between male and females ($p=0.006$). Females perceive training as a more important motivation factor than male.

All the employees rate wages and Salaries as the third most motivating factor with four point likert scale mean of 3.63 after Job security and opportunity for advancement. The results also indicates that, the null hypothesis of no significant difference between Administrative Support Staff and Middle Management/Technical Staff mean ratings concerning wages motivational factors would not be rejected. This indicates that all staffs irrespective of cadre or gender are in agreement that wages and salaries are important motivating factor. However tables 17 and 18 shows that all employees are

not satisfied by their current salaries with the Administrative Support Staff are more dissatisfied by their current salary compared to the middle and technical staff.

As indicated in tables 19 and 20, the employees rated fringe benefit as the seventh important motivational factor with a mean four likert scale rating of 3.43. The result also indicates that, the hypotheses of no significant difference between Administrative Support Staff and Middle Management/Technical Staff mean ratings concerning fringe benefits motivational factors and that of no significant difference between male and female mean ratings concerning fringe benefits motivational factors, would not be rejected. This indicates that all staff are in agreement of the rating of this factor as motivation is concerned.

Table 17: Employee motivation ANOVA and Gender

Factors	Description	Gender	Mean	Rank	Std. Dev	F	Sig.
Learning/Development	I do believe that I do feel that that I am qualified and able to do my job	Male	4.82		0.457	0.003	0.958
		Female	4.81		0.402		
		Total	4.81	1	0.434		
Learning/Development	I do believe that training opportunities influences employees motivation	Male	4.53		0.687	1.252	0.268
		Female	4.71		0.463		
		Total	4.59	2	0.619		
Learning/Development	I do believe that I receive good training that motivates me and improves my performance	Male	3.32		1.141	3.848	0.055
		Female	2.71		1.102		
		Total	3.10	11	1.155		
Communication	I do believe that I communicate regularly with my supervisor on work related issues	Male	4.18		0.801	0.060	0.808
		Female	4.24		0.831		
		Total	4.20	3	0.805		
Communication	I do believe that I receive information on what is required of me in my duties	Male	4.05		0.743	0.062	0.805
		Female	4.00		0.858		
		Total	4.04	5	0.778		
Communication	I do believe that I receive guidance from my supervisor on how to implement my tasks	Male	3.95		0.695	0.532	0.469
		Female	4.10		0.831		
		Total	4.00	6	0.743		
Communication	I do believe that I receive feedback from my supervisor on, and throughout the implementation of my tasks	Male	3.74		0.860	0.720	0.400
		Female	3.95		0.999		
		Total	3.81	7	0.907		
Communication	I do believe that During appraisal I am recognized for my good performance	Male	3.22		1.250	0.199	0.657
		Female	3.06		1.259		
		Total	3.16	10	1.244		
Salary	I do believe that The process of compensation in the organization is fair	Male	3.03		0.885	0.501	0.482
		Female	2.85		0.933		
		Total	2.97	12	0.898		
Salary	I do believe that The compensation policy motivates me to perform better	Male	3.47		0.951	9.570	0.003*
		Female	2.65		0.988		
		Total	3.19	9	1.034		
Salary	I do believe that I am satisfied with the current pay	Male	2.68		0.962	0.581	0.449
		Female	2.48		1.078		
		Total	2.61	13	1.000		
Work environment	I do believe that My job is interesting and this motivates me	Male	4.24		0.852	1.113	0.296
		Female	4.00		0.775		
		Total	4.15	4	0.827		
Work environment	I do believe that The recruitment practice in the organization is fair	Male	3.21		1.119	0.004	0.948
		Female	3.19		1.167		
		Total	3.20	8	1.126		

Note. Rank order is based on all employees from highest to lowest mean. Five-point Likert scale: 1 = Strongly disagree, 5 = Strongly agree.
 *p < .05.

Table 18: Employee motivation ANOVA and Job Cadre

Factors	Description	CADRE	Mean	Rank	Std. Dev	F	Sig.
Learning/Development	I believe that I am qualified and able to do my job	Administrative Support Staff	4.74		0.503	3.470	0.068
		Middle Management/Technical Staff	4.95		0.218		
		Total	4.81	1	0.434		
Learning/Development	I believe that training opportunities influences employees motivation	Administrative Support Staff	4.53		0.687	1.252	0.261
		Middle Management/Technical Staff	4.71		0.463		
		Total	4.59	2	0.619		
Learning/Development	I believe that I receive good training that motivates me and improve my performance	Administrative Support Staff	2.79		1.212	8.856	0.004
		Middle Management/Technical Staff	3.67		0.796		
		Total	3.10	11	1.155		
Communication	I believe that I communicate regularly with my supervisor on work related issues	Administrative Support Staff	4.18		0.865	0.060	0.801
		Middle Management/Technical Staff	4.24		0.700		
		Total	4.20	3	0.805		
Communication	I believe that I receive information on what is required of me in my duties	Administrative Support Staff	4.08		0.806	0.371	0.541
		Middle Management/Technical Staff	3.95		0.740		
		Total	4.04	5	0.778		
Communication	I do believe that I receive guidance from my supervisor on how to implement my tasks	Administrative Support Staff	4.00		0.771	0.000	1.001
		Middle Management/Technical Staff	4.00		0.707		
		Total	4.00	6	0.743		
Communication	I do believe that I receive feedback from my supervisor on, and throughout the implementation of my tasks	Administrative Support Staff	3.76		1.038	0.353	0.551
		Middle Management/Technical Staff	3.90		0.625		
		Total	3.81	7	0.907		
Communication	I do believe that During appraisal I am recognized for my good performance	Administrative Support Staff	3.00		1.348	1.557	0.211
		Middle Management/Technical Staff	3.43		1.028		
		Total	3.16	10	1.244		
Salary	I do believe that The process of compensation in the organization is fair	Administrative Support Staff	3.05		0.941	0.994	0.321
		Middle Management/Technical Staff	2.81		0.814		
		Total	2.97	12	0.898		
Large benefits	I do believe that The compensation policy motivates me to perform better	Administrative Support Staff	3.35		1.060	2.569	0.111
		Middle Management/Technical Staff	2.90		0.944		
		Total	3.19	9	1.034		
Salary	I do believe that I am satisfied with the current pay	Administrative Support Staff	2.42		1.004	4.014	0.050
		Middle Management/Technical Staff	2.95		0.921		
		Total	2.61	13	1.000		
Work environment	I do believe that My job is interesting and this motivates me	Administrative Support Staff	4.13		0.935	0.068	0.751
		Middle Management/Technical Staff	4.19		0.602		
		Total	4.15	4	0.827		
Work environment	I do believe that The recruitment practice in the organization is fair	Administrative Support Staff	3.08		1.171	1.311	0.211
		Middle Management/Technical Staff	3.43		1.028		
		Total	3.20	8	1.126		

Note. Rank order is based on all employees from highest to lowest mean. Five-point Likert scale: 1 = Strongly disagree, 5 = Strongly agree.
*p < .05.

Table 19: Employee motivation ranking ANOVA and Gender

Factors	Description	Gender	Mean	Rank	Std. Dev	F	Sig.
Work environment	Rate of Job security as a motivating factor	Male	3.62		0.594	2.724	0.104
		Female	3.86		0.359		
		Total	3.71	1	0.530		
Training/Development	Rate of Opportunity for advancement as a motivating factor	Male	3.58		0.500	5.042	0.029*
		Female	3.86		0.359		
		Total	3.68	2	0.471		
Salary	Rate of Wages/ Salary as a motivating factor	Male	3.61		0.495	0.211	0.647
		Female	3.67		0.483		
		Total	3.63	3	0.488		
Work environment	Rate of Team work/ Cooperation with co-workers as a motivating factor	Male	3.58		0.552	0.908	0.345
		Female	3.71		0.463		
		Total	3.63	3	0.522		
Training	Rate of Training as a motivating factor	Male	3.50		0.507	8.146	0.006*
		Female	3.86		0.359		
		Total	3.63	3	0.488		
Communication	Rate of Communication as a motivating factor	Male	3.41		0.599	9.883	0.003*
		Female	3.86		0.359		
		Total	3.57	4	0.565		
Work environment	Rate of Working environment as a motivating factor	Male	3.47		0.603	1.583	0.213
		Female	3.67		0.483		
		Total	3.54	5	0.567		
Training/Development	Rate of Personal Development as a motivating factor	Male	3.30		0.571	7.241	0.009*
		Female	3.71		0.561		
		Total	3.45	6	0.597		
Fringe benefits	Rate of Fringe benefits (Insurance, paid leave, pension, meals) as a motivating factor	Male	3.43		0.502	0.001	0.981
		Female	3.43		0.746		
		Total	3.43	7	0.596		
Work environment	Rate of Interesting job as a motivating factor	Male	3.34		0.627	1.626	0.207
		Female	3.55		0.510		
		Total	3.41	8	0.593		
Work environment	Rate of Flexible working hours as a motivating factor	Male	3.05		0.868	2.530	0.117
		Female	3.38		0.498		
		Total	3.17	9	0.769		

Note. Rank order is based on all employees from highest to lowest mean. Four-point Likert scale: 1 = Not important, 4 = Most important.

*p < .05.

Table 20: Employee motivation ranking ANOVA and Job cadre

Factors	Description	CADRE	Mean	Rank	Std. Dev	F	Sig.
Work environment	Rate of Job security as a motivating factor	Administrative Support Staff	3.73		0.508	0.187	0.667
		Middle Management/Technical Staff	3.67		0.577		
		Total	3.71	1	0.530		
Training/Development	Rate of Opportunity for advancement as a motivating factor	Administrative Support Staff	3.61		0.495	2.611	0.112
		Middle Management/Technical Staff	3.81		0.402		
		Total	3.68	2	0.471		
Work environment	Rate of Team work/ Cooperation with co-workers as a motivating factor	Administrative Support Staff	3.66		0.534	0.367	0.547
		Middle Management/Technical Staff	3.57		0.507		
		Total	3.63	3	0.522		
Training	Rate of Training as a motivating factor	Administrative Support Staff	3.68		0.471	1.475	0.230
		Middle Management/Technical Staff	3.52		0.512		
		Total	3.63	3	0.488		
Salary	Rate of Wages/ Salary as a motivating factor	Administrative Support Staff	3.63		0.489	0.009	0.926
		Middle Management/Technical Staff	3.62		0.498		
		Total	3.63	3	0.488		
Communication	Rate of Communication as a motivating factor	Administrative Support Staff	3.68		0.530	3.820	0.056
		Middle Management/Technical Staff	3.38		0.590		
		Total	3.57	4	0.565		
Work environment	Rate of Working environment as a motivating factor	Administrative Support Staff	3.55		0.555	0.034	0.854
		Middle Management/Technical Staff	3.52		0.602		
		Total	3.54	5	0.567		
Training/Development	Rate of Personal Development as a motivating factor	Administrative Support Staff	3.43		0.603	0.071	0.791
		Middle Management/Technical Staff	3.48		0.602		
		Total	3.45	6	0.597		
Fringe benefits	Rate of Fringe benefits (Insurance, paid leave, pension, meals) as a motivating factor	Administrative Support Staff	3.41		0.599	0.186	0.668
		Middle Management/Technical Staff	3.48		0.602		
		Total	3.43	7	0.596		
Work environment	Rate of Interesting job as a motivating factor	Administrative Support Staff	3.43		0.647	0.099	0.754
		Middle Management/Technical Staff	3.38		0.498		
		Total	3.41	8	0.593		
Work environment	Rate of Flexible working hours as a motivating factor	Administrative Support Staff	3.16		0.916	0.024	0.878
		Middle Management/Technical Staff	3.19		0.402		
		Total	3.17	9	0.769		

Note. Rank order is based on all employees from highest to lowest mean. Four-point Likert scale: 1 = Not important, 4 = Most important.

*p < .05.

All motivational factors were ranked according to their mean score of four likert scale used in this study. The ranking was done based on all the staff interviewed. This was done to obtain the general feeling and perception of all the employees on factors that affect their motivation to perform in their jobs. Table 19 and table 20 shows the ranking order as given by the employees based on the likert scale. The ranking order is given as:

Table 21: Ranking of Motivational factors

Motivational Factor	Mean Likert score	Rank
a. Rate of Job security as a motivating factor	3.71	1
b. Rate of Opportunity for advancement as a motivating factor	3.68	2
c. Rate of Team work/ Cooperation with co-workers as a motivating factor	3.63	3
d. Rate of Training as a motivating factor	3.63	3
e. Rate of Wages/ Salary as a motivating factor	3.63	3
f. Rate of Communication as a motivating factor	3.57	4
g. Rate of working environment as a motivating factor	3.54	5
h. Rate of Personal Development as a motivating factor	3.45	6
i. Rate of Fringe benefits (Insurance, paid leave, pension, meals) as a motivating factor	3.43	7
j. Rate of Interesting job as a motivating factor	3.41	8
k. Rate of Flexible working hours as a motivating factor	3.17	9

From the analysis above, the management of NCAPD should implement the strategies to improve policies in the areas as indicated in the ranks above.

4.9 Discussion

The survey sought to find out what factors influence motivation of employees at the NCAPD. Respondents comprised of all staff of the Agency, divided in three cadres namely Senior Management (7.8%), Middle Management/ Technical Staff (38.8%) and Administration Support Staff (59.4 %). Of these respondents, 65.6% were male, and 34.4 % were female.

study revealed that majority of employees (100% of senior management and 96.4% of Middle management and Administration support staff) agree that communication is an important factor. All senior management reported to communicate on a regular basis with their subordinates, 6.8% reporting not receiving work related information or feedback from their supervisors. Although respondents across cadres are in agreement that training opportunities are a motivating factor, half (49%) of the respondents in the Administration support cadre reported to have less training opportunities as compared to those in middle management (4.7%).

Of the respondents, only 18.6% reported satisfaction with their current salary with nearly half of the respondents (49.2 %) expressing dissatisfaction with their current pay, with 60.4% of Administration support staff were dissatisfied with their current pay, compared to 17.8% of middle management staff who shared a similar opinion. Only 15.7% of the Administration support staff are satisfied with their current pay, compared to nearly a quarter (23.7%) of middle management.

Majority of the respondents of the study are in agreement that fringe benefits are an important motivation factor with only 5.2%, all female indicating that they are the least important motivating factors. The opinion of 96% of the respondents is that a good working environment is an important motivating factor, with flexible working hours and opportunity for advancement recording the least and most important factors respectively, among variables recorded under good working environment.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

1 Introduction

This chapter summarizes the findings of the study in relation to the objectives of the study. The purpose of the study was to establish the factors that influence motivation of staff at the NCAPD. Data was collected and subsequently analyzed. A summary of the findings, implications, conclusions and recommendations based on the study are presented in this chapter.

2 Summary of Findings

Both senior management and their subordinates agree that communication is an important aspect of motivation. Senior management indicated that they communicate on a regular basis with their subordinates, giving them instructions and guidance on how to go about their work, feedback throughout the task implementation, and recognition for work well done during appraisal. However, not all subordinates are in agreement with management on regular communication, and receiving guidance, and feedback during task implementation. Some subordinates also reported not to be recognized for good performance during appraisal. Given the importance of communication in enhancing staff cohesion and motivation, management needs to address the issue of lack of good communication with their subordinates. Lack of good communication causes low productivity, poor service, and increased costs (Drummond, 1990). The success of managers is determined by the jobs their employees do. Since motivated employees are more productive, managers must have a clear interest in knowing what motivates their staff. Communication is one of many factors to motivate

employees into a cohesive working module which results in objectives being achieved (Morgan, 1990).

All study respondents are in agreement that training and development opportunities are a motivating factor. The study however recorded some disparity on training opportunities for middle management and administration support staff. Almost all middle management level staff reported to have training opportunities that motivate them to perform, while more than half of the administration support staff reported not to get training opportunities, yet they consider training an important motivating factor. It may be concluded from the findings that there are disparities of according training opportunities among middle management and administration support staff. Unless employees are well trained, there is a likelihood that the organization will witness an increase in operational costs, stress, turnover and absenteeism, and a corresponding decrease in efficiency and motivation. Steven Hickey, senior vice president of T.G.I Friday's, noted "training is probably the most important aspect of reduced turnover because it minimizes mistakes and that minimizes a lot of reasons for turnover and dissatisfaction" (Powers and Barrows, 1999).

Respondents of this study considered salaries and wages an important motivation factor. However, only a fifth of the respondents satisfied with their current pay. More than half of the respondents are dissatisfied with their current pay, with staff in the lower cadre recording a higher percentage of dissatisfaction compared to their counter parts in middle management. A substantial percentage of respondents also indicated that they are neither satisfied neither dissatisfied with their current salary. It is doubtful, whether employees would continue working were it not for the money they earn. Employees desire compensation systems that they perceive as being fair and commensurate

with their skills and expectations. According to Bohlander, Snell, and Sherman, (2001) pay, is a major consideration in human resource management because it provides employees with a tangible reward for their services. If employees do not feel fairly compensated for the services they render, then they will not be motivated to perform to the best of their ability.

Majority of the respondents of the study are in agreement that fringe benefits are an important motivation factor. The study does not record much difference in the opinion of the cadres. However, it was interesting to note that all male respondents recorded fringe benefits as important motivating factors, and a small percentage of females indicating that fringe benefits are the least important motivating factors. According to Drummond, (1990) money is an important factor to motivate employees but today, fringe benefits become equal to money as an important role to motivate employees. So an essential part of employee motivation strategies is to understand better the conditions which an employee needs the most to perform best, in order for the organization implements what is like to motivate its staff based on their gender and cadre.

Majority of the respondents were of the opinion that a good working environment is an important motivating factor, with flexible working hours and opportunity for advancement recording the least and most important factors respectively, among variables recorded under good working environment. Unless the organization develops a clear career progression and offer job security to employees, then they are likely to remain demotivated, and thus productivity will not be at optimum.

5.3 Conclusions

The study sought to establish factors that motivate staff at the NCAPD, against the current strategies that the Agency is currently implementing. Two questionnaires and an interview schedule were used

collect data. Data from senior management was used to gather information on the current motivational strategies, while the questionnaire administered to Middle Management and Administration Support Staff was used to gain insight on their opinions on the extent to which communication, training and development, salaries and wages, fringe benefits and a good working environment motivate staff in the NCAPD. The study also sought to find out whether these factors motivated staff uniformly across cadre.

Findings from the study indicate that communication is considered an important factor of motivation. According to Drummond (2000) lack of good communication causes low productivity, poor service and increased costs. The success of managers is determined by the job their subordinates do. Since motivated employees are more productive and cost effective, managers need to clearly know what motivates their employees and according to Morgan (1990), communication is one of the factors to motivate employees into a cohesive working module which will result in objectives being achieved.

Findings from the study indicate that employees at the NCAPD consider training and development as an important aspect of motivation. However, more than half of the employees in Administration Support cadre are of the opinion that they do not receive adequate training opportunities that would motivate them. In a previously carried out study, Conrade, Woods and Ninemeier (1994) asked participating employees about the influence of training on their performance. Ninety three percent indicated that training programs that improved their skills, knowledge, and behavior would encourage them to stay at a company. Mill (1998) states that a well trained group of employees should result in a reduction of costs, stress, turnover, and absenteeism and a corresponding increase in efficiency and customer satisfaction.

The study records agreement on the fringe benefits as one of the factors that influence motivation. Appendix IIV gives a list of all the benefits that the NCAPD provides to its staff in addition to salaries and wages. Fringe benefits help to create a positive, motivating work climate which in turn assists in increasing productivity, and quality.

According to Whitely (2002), working environment can often be a cause of low productivity. The study established that employees at the NCAPD regard a good working environment as an important factor of motivation. Employee motivation is one of the major tasks of management in any organization.

It is therefore in the interest of management to know what motivates the different cadres of their staff in order to ensure they get the best out their abilities.

5.4 Recommendations

A motivated workforce is easier to manage, reduces absenteeism, reduces the cost of developing and maintaining qualified staff in an organization and thus in the long run, contributes to a more efficient, effective and cost effective organization. The respondents of this study indicate that they value communication, training opportunities, salaries, fringe benefits and a good work environment as some of the factors that motivate them. It is important to note the disparities between cadres, as recorded in this study, especially in regard to training opportunities and current salaries.

Findings indicate that some of employees do not believe they have adequate communication with their supervisors. Furthermore, most of the employees indicate that they are not recognized for good performance by their supervisors. Given the importance of communication in enhancing staff cohesion and motivation, management needs to address the issue of lack of good communication with their subordinates.

The study points out that there is need to review the training programmes at the NCAPD so that employees across cadres are given equal opportunities for training. This will ensure staff get the necessary skills to perform their duties, especially in this dynamic environment. This recommendation is supported by the fact that employees at the NCAPD believe that training opportunities is considered an important factor in motivation, and self development is rated highly by respondents in regard to motivating staff at the Agency.

Majority of the respondents are not satisfied with their current salary. Management should be concerned about the basic needs of employees first because the results of this study indicate that more than fifty percent of respondents are not satisfied with their pay.

Results from the study indicate that employees of the NCAPD view opportunities for advancement as a very important motivating factor. Management thus need to have clear career progression guidelines, and inform employees on the requirements for their consideration in career advancement.

An essential part of employee motivation strategies is to understand better the conditions which an employee needs the most to perform best, in order for the organization implements what is like to motivate its staff based on their gender and cadre. Management should thus strive to find out what motivates employees with time, as the employee needs are dynamic with time.

5.4.1 Suggestions for further research

- i. There is need to investigate the relationship between rewards and motivation toward work performance.
- ii. It would also be interesting to investigate the relationship between performance and work related pay/ compensation in the public service in Kenya.

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APPENDIX 1: LETTER OF TRANSMITTAL

Co University of Nairobi

P.O. Box 30197-00100

NAIROBI.

Dear Respondent,

RE: QUESTIONNAIRE GUIDELINES

I am a student at the University of Nairobi, taking a Master of Arts Degree in Project Planning and Management. I am required to carry out a research to enable me to write my final project. I need your assistance to achieve this.

This is therefore to kindly request you to fill in the questionnaire enclosed here with. The purpose of this questionnaire is to find out the factors that determine employee motivation at the NCAPD. The information obtained will help NCAPD improve on its motivation strategies for the benefit of its employees and improved performance in the Agency. You fill in the questionnaire as honestly as possible.

The information provided shall be confidential and used only for the purposes of this research. You need not indicate information on the questionnaire form that could identify yourself.

Thank you

Sincerely,

Becky K Kinoti

APPENDIX 2:

QUESTIONNAIRE FOR MIDDLE MANAGEMENT AND ADMINISTRATIVE SUPPORT STAFF

**Factors influencing motivation of Employees at the National Coordinating Agency for
Population and Development**

SECTION 1: EMPLOYEE PROFILE

Please tick only once as the case may be appropriate in the section below

1. Respondents gender

Male

[]

Female

[]

2. Age of respondent

26 – 30 years

[]

41 – 45 years

[]

31 – 35 years

[]

46 – 50 years

[]

36 – 40 years

[]

Above 51 years

[]

3. Length of service: how long have worked at the NCAPD?

Less than 5 years

[]

16 – 20 years

[]

6 – 10 years

[]

21 – 25 years

[]

11 – 15 years

[]

More than 25 years

[]

4. Career: Middle Management []

Administration Support Staff []

SECTION 2:

Please indicate your views about the statements below by ticking only once in the box that most closely matches your opinion.

QUESTIONNAIRE					
I believe that:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1. I do feel that that I am qualified and able to do my job					
2. I receive good training that motivates me and improves my performance					
3. I communicate regularly with my supervisor on work related issues					
4. I receive information on what is required of me in my duties					
5. I receive feedback from my supervisor on, and throughout the implementation of my tasks					
6. During appraisal I am recognized for my good performance					
7. The process of reward and compensation in the organization is fair					
8. The reward and compensation policy motivates me to perform better					

	I believe that:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
9.	I am satisfied with the current pay					
10.	My job is interesting and this motivates me					
11.	The recruitment practice in the organization is fair					

How would you rate each of the factors that motivate you to perform your job the best?

		Least Important		Important		Most Important
		1	2	3	4	5
12	Wages/ Salary					
13	Fringe benefits (Insurance, paid leave, pension, meals)					
14	Job security					
15	Interesting job					
16	Flexible working hours					
17	Working environment					
18	Team work/ Cooperation with co-workers					

		Least Important		Important		Most Important
		1	2	3	4	5
19	Opportunity for advancement					
20	Training					
21	Empowerment					
22	Communication					
23	Loyalty to employees					

24. a) would you say that your involvement in determining the current motivation strategies is sufficient?

Yes No

b) If No in 24 a) above, how would you like to be involved more?

25. What would you suggest as some of the ways of improving the current motivation strategies at the NCAPD?

Thank you for taking your time to fill in this questionnaire.

APPENDIX 3 QUESTIONNAIRE FOR SENIOR MANAGEMENT

Factors influencing motivation of Employees at the National Coordinating Agency for

Population and Development

SECTION 1: MANAGER'S PROFILE

Please tick only once as the case may be appropriate in the section below

1. Respondents gender

Male

Female

2. Age of respondent

26 – 30 years

41 – 45 years

31 – 35 years

46 – 50 years

36 – 40 years

Above 51 years

3. Length of service: how long have worked at the NCAPD?

Less than 5 years

16 – 20 years

6 – 10 years

21 – 25 years

11 – 15 years

More than 25 years

SECTION 2: QUESTIONNAIRE FOR MANAGEMENT

QUESTIONNAIRE						
	I believe that:	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
1.	Staff under me are qualified and able to do their job					
2.	Good training motivates employees to perform better					
3.	I communicate regularly with those I supervise on work related issues					
4.	I give work related information on what is required of those I supervise					
5.	I give feedback to those I supervise throughout the implementation of tasks					
6.	During appraisal I recognize those I supervise for their good performance					
7.	The process of reward and compensation in the organization is fair					
8.	The reward and compensation policy motivates employees I supervise to perform better					
9.	Those I supervise are satisfied with their current pay					

I believe that:	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
10. I make the job of those I supervise interesting and this motivates them					
11. The recruitment practice in the organization is fair					

How would you rate each of the factors that motivate employees to perform their job the best?

		Least Important		Important		Most Important
		1	2	3	4	5
12	Wages/ Salary					
13	Fringe benefits (Insurance, paid leave, pension, meals)					
14	Job security					
15	Interesting job					
16	Flexible working hours					
17	Working environment					

		Least Important		Important		Most Important
		1	2	3	4	5
18	Team work/ Cooperation with co-workers					
19	Opportunity for advancement					
20	Training					
21	Empowerment					
22	Communication					
23	Loyalty to employees					

INTERVIEW SCHEDULE FOR THE CHIEF EXECUTIVE OFFICER

1. What is the importance of staff motivation at the NCAPD?
2. What do you perceive to be the most significant factors that influence motivation of employees at the NCAPD?
3. What is the importance of communication as a Motivation strategy at the NCAPD?
4. How does one qualify for training in the Agency?
5. What employee motivation strategies are currently being implemented at the NCAPD?
6. Does the Agency offer any of the following benefits to its employees? (*Interviewer to read through each of the benefits in the different categories, and mark appropriately as per the answer*)

Categories	Benefits	Yes	No
Legally required benefits	Social Security / NHIF	x	
	Workers' compensation		x
Health and life insurance	Group health insurance	x	
	Preferred provider organizations		x
	Dental care		x
	Vision care		x
	Prescription care	x	
	Group life insurance	x	
	Accidental death and disability insurance		x
	Long-term disability		x
	Short-term disability		x
Pensions	Defined benefit	x	
	Defined contribution	x	
	Independent Retirement Account		x

Payment for time not worked	Sick leave	x	
	Annual Leave / Vacation time	x	
	Holidays		x
	Bereavement Breaks / Compassionate leave	x	
Employee services and other benefits	Educational assistance	x	
	Meals/ meal allowances	x	
	House/House Allowance	x	
	Uniforms/ uniform allowance	x	
	Parking/ parking cost assistance	x	
	Employee Welfare / Assistance program	x	
	Annual staff retreats	x	
	Social and recreational programs	x	
	Payroll deductions for additional insurance	x	
	Legal services		x
	Discount purchases	x	
	Financial planning services		x
	Preretirement planning and counseling		x
	Relocation / Transfer expenses	x	
	Child care availability/ child care assistance		x
	Awards such as length of service		x
	Membership in professional and trade associations	x	
Attendance to relevant seminars and workshops	x		
Others; Please indicate	<i>None</i>		

7. What other ways do you think could improve the current motivation strategies at the NCAPD?

Appendix 3: List of Fringe Benefits offered to Employees of the NCAPD

Categories	Benefits
Legally required benefits	Social Security / NHIF
Health and life insurance	Group health insurance Prescription care Group life insurance
Pensions	Defined benefit Defined contribution
Payment for time not worked	Sick leave Annual Leave / Vacation time Bereavement Breaks / Compassionate leave
Employee services and other benefits	Educational assistance Meals/ meal allowances House/House Allowance Uniforms/ uniform allowance Parking/ parking cost assistance Employee Welfare / Assistance program Annual staff retreats Social and recreational programs Payroll deductions for additional insurance Discount purchases Relocation / Transfer expenses Membership in professional and trade associations Attendance to relevant seminars and workshops