

**PERCEIVED RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE AND  
MOTIVATION OF PARALEGAL STAFF AT THE KENYA JUDICIARY**

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AWARD OF MASTER OF BUSINESS ADMINISTRATION (MBA), SCHOOL OF  
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## DECLARATION

This research project is my original work and has not been presented for examination to any other University.

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**D61/64059/2011**

This research project has been submitted for examination with my approval as the University Supervisor.

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Special thanks to the *Judiciary*, where this research project was conducted; to all paralegal employees who participated in this study, I thank them very much for their time and effort that they put in to complete the research questionnaires.

## **DEDICATION**

This work is dedicated to my father, the late, Moses Bundi Murungi; in remembrance of his incomparable sense of family values and his exemplary commitment to academic empowerment to his children; and who never lived to taste the full fruit of his labour.

## ABSTRACT

The Kenyan Judiciary's mandate is to administer justice expeditiously to all. Over the years, the Judiciary has experienced massive decline in public confidence due to the manner in which it executes its core mandate. The Constitution of Kenya 2010 hails a new beginning for most institutions with a call to reform. For the Judiciary, it was an urgent call to reform that saw the coming in of the new leadership who introduced different ways of doing things. This study examined the perceived relationship between the current organizational culture and employee motivation in the judiciary especially with the coming in of a new leadership in the judiciary, two years after promulgation of the new Constitution. This study targeted all the paralegal staff at the Kenya Judiciary. The researcher adopted the descriptive census survey. Study employed stratified sampling approach which involves dividing the population into homogeneous subgroups; and the sample size was 87 out of a population of 118. The objective was to establish employee perceived relationship between organizational culture and employee motivation. Data collected was primary data; mainly quantitative in nature. The researcher structured closed and open-ended questionnaires which were personally administered. Quantitative data analysis was by use of descriptive statistics. To measure the relationship between organizational culture and employee motivation, a Pearson Correlation was used. All the three levels of management from the paralegal staff were covered with a high response rate obtained from the middle level who constitute the majority paralegal staff in the institution. The majority of paralegal staff perceived the judiciary to be a results oriented institution highlighted by a majority response who agreed that the dominant characteristics in the judiciary constituted performance focussed, efficiency and a leadership which is no-nonsense and aggressive, and whose main aim was performance and competitive market leadership as opposed to human development. Paralegal staff perceived the judiciary to be a structured and controlled place characterized by formal rules and policies. They perceived the institution as doing little or nothing at all in promoting their development. A lack of motivation may be evident from the fact that majority of paralegal staff disagreed that their jobs offered them a chance to develop personally; or allowed them to make decisions affecting their jobs and disagreed that their jobs allowed them to grow. Study findings therefore, reveal a market culture with a mix of hierarchy as prevailing in the Judiciary. The result shows that some dimensions of organizational culture have a positive significant relationship with the paralegal staff motivation. A positive correlation between organizational culture and staff motivation; is no non-sense aggressive, result oriented, level of efficiency, systems supported security of employment stability and conformity, formal rules and practice, pay and my job allows me work in a team 0.637, 0.530, 0.485, 0.482, 0.324, 0.040, and 0.064 in that order. The positive relationship indicates that there is a correlation between organizational culture and motivation of paralegal staff at the Kenya Judiciary. Some of the recommendations include staff welfare and staff recognition as well as implementation of a well designed training programme.

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# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the Study

The world is changing rapidly and the level of employee expectation and satisfaction also change accordingly. Organizational culture adapts overtime to cope up with such dynamic changes and meet the varying demand of employee expectations and satisfactions. Employees are considered as the most valuable resource and asset to an organization. Qualified and motivated employees create and deliver value out of organizational resources. Dynamic and progressive organizations endeavor to attract and retain the right people for the right jobs at the right time through creating and sustaining their motivation in changing circumstances. Employees value work conditions as essential motivation ingredients. A supportive culture as pointed out by Ritchie (2000) is considered as a motivational instrument. The culture adopted by any organization whether good or bad, exerts powerful influences on the behavior of employees and managers. Organizational culture can be one of the most important means of improving organizational performance.

Organizational culture has become very important as an aspect of motivation of employees. This is because it plays a significant role that affects employees and organizational operations. The fact that organizations may have a strong or weak culture affects their ability to perform strategically. Culture affects not only the way managers behave within organizations but also the decisions they make about the organization's relationships with its

environment and its strategy (McCarthy, Minichiello & Curran, 2000). Culture influences people's attitudes and behavior at work. Culture impacts most aspects of organizational life such as how decisions are made, who makes them, how rewards are distributed, who is promoted, how people are treated, how the organization responds to its environment, among other things. A high degree of organization performance is related to an organization, which has a strong culture with well integrated and effective set of values, beliefs and behaviours (Raduan 2008).

The survival of any organization rests on its effectiveness and efficiency in utilizing the resources available; and how these resources are put into use is a matter of strategy. Organizations that create work environments that attract, motivate and retain hard working individuals will be better positioned to succeed in a competitive environment that demands quality and cost efficiency. By adopting an appropriate culture, organizations are able to achieve these needs. Pearce and Robinson (2004) observe that culture is a strength but can also be a weakness. As a strength, culture can facilitate communication, decision making and control, and create employee cooperation and commitment. As a weakness, culture may obstruct the smooth implementation of strategy by creating resistance to change. The working environment affects the employees' sense of well being, health and motivation at work. It is the employer's responsibility to ensure that employees work in a positive atmosphere because conditions at work can either maximize or minimize productivity. This is critical for the Judiciary to enable the institution to understand the important role culture plays in motivating employees. By critically evaluating the dimensions that are important to work environment, the new leadership in the Judiciary will be able to know employee

attitudes and opinions regarding their work environment, and be able to determine the key predictors of employee work morale and probably incorporate them into the organizational culture. This study is, therefore, imperative as it highlights employees' working environment.

### **1.1.1 Perception**

Perception comes from the Latin word, *perceptio, percipio*; meaning the organization, identification, and interpretation of sensory information in order to represent and understand the environment (Daniel 2011). Perception involves signals in the nervous system which in turn result from physical stimulation of the sense organs (Richard 1989). Perception depends on complex functions of the nervous system, but subjectively seems mostly effortless because this processing happens outside conscious awareness (Richard 1989).

Perception as a psychological construct is associated with constructs such as recognition, action and attitude or emotion (Greenwald and Banaji 1995). These constructs to some large extent influence employee's behavior depending on their work environment. For instance, perception influences the ways in which humans understand the world around them and how they make decisions. This means that perception can be shaped by the prevailing [work] environment, for instance, learning, experience and expectations (Bernstein 2010). With deeper insights into how people understand the world, one can comprehend the ways in which humans make decisions and why they behave the way they do (Goldstein 2009). For instance, an employee's social perception of others within the organization can affect his motivation to complete work effectively to a large degree.

## **1.1.2 Organizational Culture**

Organizational culture refers to a set of some commonly experienced stable characteristics of an organization which constitute the uniqueness of that organization and differentiates it from others. 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 (Black & Richard, 2003). Organizational culture can be said to be the glue that holds an organization together through a shared pattern of meaning (Inceoglu 2002). Effective organizational cultures have been identified as the main factors that distinguish ordinarily successful firms from their competition (Ashkanasy et al, 2011). In line with the aforementioned notion of culture, various scholars have identified that culture is responsible for the interpretation and meaning that members of an organization attach to various experiences and actions they witness in their working environment.

Various research findings exist in support of organizational culture as a correlate of competitive advantage and organizational performance. The cultural dimension is core to all the aspects revolving around the life of an organization, ultimately making organizational culture one among the major issues tackled in education, academic research, management practices and in organization theory. Even In organizations where cultural issues receive little explicit attention, the way people feel in their work environment, what they value, ideas they share and believe in are guided by meanings and beliefs which are cultural in nature (Alvesson, 2002). The culture of an organization is embedded in a set norms, values

beliefs and common understanding all which are shared by the members of an organization and gradually taught to new members. It is a representation of the widely unwritten part of an organization. Every member of an organization plays a part in the creation of culture though the existing culture goes unnoticed many at times. It is often only when a particular management is in the process of implementing new programs and strategies that go against basic laid out values and norms that the power of culture becomes evident (Daft, 2010).

Organization culture can be looked at from two perspectives; one approach towards imaging the organizational culture is the observable behaviour and visible artefacts which entail the manner in which staff members of an organization dress, the existing power structures, symbols and the type of control systems. The visible attributes of culture on the other hand serve as a reflection of the deeper values in the minds of the members of an organization. The underlying beliefs, thought processes and values unconsciously operate to define the true organization culture. In the absence of written policies and rules, the availability of culture guides the decision making process (Daft, 2010). Culture is capable of creating an organizational climate that facilitates innovative and learning responses to competitive threats, challenges and new opportunities.

### **1.1.3 Employee Motivation**

The concept of employee motivation has been one of the most important and positive developments in the sphere of human resource management in the recent past. Individual ability to do a task and his or her perception of what is required of him or her greatly influences performance. A key task of management is that of motivating the employees to

work more effectively towards its objectives, (Elding, Tobias and Walker, 2006). An individual is said to be satisfied with her work if she likes more aspects of the work than she dislikes others (Gravatt, 2002). Kreitner and Kinicki (2007) define motivation as those psychological processes that cause the arousal, direction and persistence of voluntary actions that are goal directed. Most people like Kinni (1998), contend that money is the primary motivator for employees. However, People in Aid (2007) argue that financial incentives are no longer enough to motivate employees; and as such organizations have shifted and are now focusing on non-financial incentives to enhance employee motivation. There is need to ensure employees are satisfied with their jobs as this reduces the rate of absenteeism and turnover in the organization which is very costly and affects the overall performance of both the employees and the organization (Maurasm 1993).

According to Herzberg (1993) report, there are five factors which act as strong determiners of employee motivation which include: achievement, recognition, work itself, responsibility and advancement. Other determinants include company policy, administration policies, supervision, working conditions, salary and interpersonal relations. Organizations should address the above, especially where the majority of the employees are satisfied in order to translate into good performance. Low employee productivity level, high rate of employee turn over, absenteeism, low quality of work and output may be an indicator of de-motivated staff. Job satisfaction gives employees a sense of well-being within his or her work environment. It is the result of a combination of extrinsic rewards, such as remuneration and benefits, and intrinsic rewards such as respect and appreciation.



A study on motivation of employees helps the organization to establish what motivates them, what drives their loyalty, and what genuinely makes and keeps employees happy. Satisfaction levels increase when employees know that their issues are being addressed. It is important to determine whether the employees are getting the necessary training to improve job performance and whether there are opportunities for career development in the organization. Staff perceptions about the work environment are important because they help identify issues related to employee well being and organizational functioning. Exploring and discussing some of these issues has an impact on the direction of organizational policies and practices. The degree to which employees are aware of the health and safety issues at the workplace is also paramount. It is important that the new leadership at the Judiciary understands the specific dimensions that help to shape employees' attitudes towards their jobs.

#### **1.1.4 Relationship between Organizational Culture and Motivation**

Perhaps the most obvious characteristic shared by the concepts, organizational culture and motivation, is the fact that they prevail in an organizational climate. Organizational climate refers to the shared perceptions about organizational values, norms, beliefs, practices and procedures. It denotes the social and organizational circumstances in which workers perform their assignments, (Cordery, 1990). The climate of an organization has been known to be an important antecedent of workplace performance as workers' perceptions of the state of affairs and structures in place in their organizations have affected their perceptions of working conditions (Hart, Griffin 1999).

A worker's social perception of others within the organization can affect his motivation to complete work effectively to a large degree. Motivation within an organization remains high if a worker perceives that there are opportunities for personal development or professional advancement, if he feels capable of completing tasks correctly and is involved with various organizational decision-making and goal-setting processes (Hart 1999). Motivation can be reduced if the worker perceives a lack of opportunity for growth, a lack of involvement or a lack of opportunities to demonstrate any creativity.

### **1.1.5 The Paralegal Staff at the Kenya Judiciary**

Judiciary is one of the three principal organs of the Sovereign Independent State of Kenya: The Legislature, The Executive and the Judiciary. The Judiciary is established by the supreme law of the land, the Constitution of the Republic of Kenya. The Judiciary derives its mandate from the Constitution of Kenya, 2010 (Article 159). Courts determine disputes arising between individuals and between individuals and the State and protect every person against excesses or any arbitrary actions of Government officials. There are certain principles provided for by the Constitution which should guide the Court in exercising its authority. These are: justice shall be done to all, irrespective of status; justice shall not be delayed; alternative forms of dispute resolution including reconciliation, mediation, arbitration and traditional dispute resolution mechanisms shall be promoted; justice shall be administered without undue regard to procedural technicalities; and the purpose and principles of the Constitution shall be protected and promoted.

The paralegal staff of the Judiciary constitutes all employees who have not ventured into the field of law. In other words, they have no law degree, but may be professionals in other fields. They may have an idea of what law is about by the nature of the work that they do. They include Directors and Assistant Directors, Managers, Administrators and Assistant Administrators, Court Clerks and Support Staff.

## **1.2 Research problem**

The most fundamental and powerful values of an organization are not written down and exist only in the shared norms, beliefs, and assumptions reflected in the organization's culture. These norms, beliefs, and assumptions guide how organization members, who have different needs, think and act. Corporate culture itself has a significant role in providing a framework where motivational factors operate. Abraham Maslow believes that every individual has various needs that have to be satisfied. Corporate culture, as Geert Hofstede puts it, is a deeply rooted value or shared norm, moral or aesthetic principles that guide action and serve as standards to evaluate one's own and others' behaviours. The organizational culture informs members how to relate to each other and to outsiders, how to analyze problems, and how to respond to situations encountered in the organization (Cranny, Smith, & Stone, 1992).

The Kenyan Judiciary's business is to delivery justice fairly, impartially and expeditiously, while promoting equal access to justice and advancing local jurisprudence by upholding the rule of law. Over the years, the Judiciary has experienced massive decline in public confidence, due to its poor performance. For instance, in May 2009, there were 863,000

cases pending in the Kenyan Courts (Judiciary Transformation Framework, 2012-2016), of course with overcrowded prisons; and perhaps the 2007/2008 post election violence that almost ripped Kenya apart was also an indicator that Kenya's justice system had failed. Even within the Judiciary, the continued state of affairs resulted into loss of judicial staff morale leading to poor performance. Then came in a new Chief Justice and a new team of leadership. Obviously, this pegs judicial reforms on constitutional, legislative and performance reforms. Very little research has been done to evaluate the position that has portrayed the judicial institution as very corrupt and poor performer. This research, therefore, seeks to establish employee perceived relationship between organizational culture and paralegal staff motivation at the Kenya Judiciary.

Similar studies related to organizational culture and motivation have been conducted by various scholars. Nganga and Wesonga (2012) conducted a research on the impact of organizational culture on performance of educational institutions and concluded that the type of culture prevailing in an organization has a great bearing on its performance. Another study by Gathungu and Wachira (2013), on job satisfaction and factors that influence performance, found that remuneration and fair reward generates a culture of efforts and achievements within an organization. Mokaya, et al, (2013) conducted a research on the effects of organizational work conditions on employee motivation and concluded that employees perform well where the working conditions are favourable. Okibo (2011), conducted a research on the effects of organizational culture on innovation in the service industry (Postal Corporations, Kenya), and concluded that an organizational culture is the lens through which it perceives the environment in which it operates. The researcher is not aware of any research done to address the organizational culture prevalent in the Judiciary

and its relationship with the motivation of the paralegal staff. This research therefore seeks to fill this gap in knowledge.

The research question sought to be answered is: what effect does an individual's perception of her work environment with regard to the prevailing culture, has on motivation and performance.

### **1.3 Objective of the Study**

The objective of the study is to establish employee perceived relationship between organizational culture and paralegal staff motivation at the Kenya Judiciary.

### **1.4 Value of the Study**

The Judicial Service Commission will be able to understand the importance of propagating an appropriate culture at the work place, and to understand the various motivational strategies and to accordingly, put measures to ensure that they are incorporated into organizational culture and are well practiced.

The study will be invaluable to the members of the paralegal staff of the Judiciary as it will be a source of information to increase performance of employees through motivation. It will also take individual and group responsibility to attain sustainable safety and health standards within the work place.

The study will be of great benefit to future scholars in this field. Those who would like to venture into this area for a deep research will get a leaf to borrow from. The research findings will be important and will serve as a source of reference to future scholars.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter attempts to look into past thoughts and works on organizational culture and how it affects staff motivation. The chapter further looks at the role and components of organizational culture; motivation and factors affecting motivation as well as the relationship between organizational culture and motivation.

## **2.2 Organizational Culture**

Gordon and Cummins (1979) define organization culture as the drive that recognizes the efforts and contributions of the organizational members and provides holistic understanding of what and how is to be achieved, how goals are interrelated, and how each employee could attain goals. Schein (2004) described organizational culture as a dynamic force within the organization which is revolving, engaging and interactive and it shaped up by the employees and managements gestures, behaviors and attitudes. According to Daft (2000), a strong culture serves to offer encouragement to the adaptation of environmental changes either from an internal or external perspective in the long run enhancing the overall performance of an organization by motivating and energizing employees, unifying people around shared objectives and a desire to achieve in addition to guiding and shaping behaviour in order for everyone's action to be aligned with strategic priorities. The right culture can act as a driving force towards higher performance levels (Daft, 2010).

Schein (1985) further offers a comprehensive picture of the nature of corporate culture and describes it as a pattern of shared basic assumptions, invented, discovered or developed by a given group, as it learns to cope with its problems of external adaptation and internal integration, that has worked well enough to be considered valid, and therefore, is to be taught to new members of the group as the correct way to perceive, think and feel in relation to those problems. Alversson (2002) supports this view by stating that a set of common, taken for granted ideas, beliefs and meanings among employees is necessary for continued organized activity. Detert, et al. (2000) perceive culture as an enduring phenomenon, suggesting stability. This implies that an understanding of culture must come from the

perspective of the organization's members. This means that organizational culture has a cognitive component, which Trice and Beyer (1993) call the substance of culture. Hofstede, Bond, and Luke (1993) refer to the cognitive component of culture as the psychological culture of the organization and claim that the psychological culture is a central influence on behavior.

Organizational culture is an important factor used to determine how well an employee fits into their organizational context, and it has been asserted that a good fit between the employee and their organization is important (Silverthorne, 2004). In addition, Nazir (2005) and Silverthorne (2004) state that organizational culture affects the commitment of employees within an organization and that the strength of organizational commitment is correlated with the strength of organizational culture.

Many authors posit that organizational culture relates the employees to organization's values, norms, stories, beliefs and principles and incorporates these assumptions into them as activity and behavioral set of standards. According to Martins and Terblanche (2003), culture is deeply associated with values and beliefs shared by personnel in an organization. Klein et al. (1995) positioned organizational culture as the core of organization's activities which has aggregate impact on its overall effectiveness and the quality of its products and services. Weeks & Lessing, (1988) perceive that organization culture impact not only on the behavior of employees at work but also on the way that employees think and feel about a company (Schein, 1984). Earlier scholars among them, Rossman, Corbett and Firestone, (1988); Schwartz and Davis, (1981); have explained culture as mutual experience which depends on the behavioral and societal activities.



Highly collective organizations have learnt to develop organizational cultures which emphasize group harmony, cooperation and reward for enhancing employee performance (Javidan 2009). At the more operational level, the higher performing organizations have a management style that includes giving more freedom to their managers to take independent actions rather than simply following orders, to take reasonable risks and to openly discuss conflicts and constructive criticisms. High humane oriented organizations reward people who are fair, altruistic, friendly, generous, kind (Javidan & Dastmalchian 2009). At the same time, employees who work in a higher performing organization are well matched to their jobs and have ample opportunities for growth, development and career advancement within their organizations.

Corporate culture is difficult to change and exerts considerable influence on the motivation and satisfaction levels of employees insofar as these relate to the work environment. Ott (1989) puts it directly that a thorough understanding of the nature of corporate culture can enable employers to effect the required positive strategic changes towards optimal employee loyalty and retention. A strong organizational culture supports adaptation and develops organization's employee motivation. It shapes and channels employees' behavior to a specific direction of production (Daft, 2010). An organization is able to reflect its ultimate long term goals by putting into place an appropriate culture to support such objectives. Along with these, shared value of employees is one of the basic components of organizational culture (Smit and Cronje, (1992); Hellreigel et al., (1998)). It is strongly argued that shared and strongly held values enable management to predict employee

reactions to certain strategic options and by reducing these values the consequences may be undesirable (Ogbonna, 1993).

### **2.3. Components of Organizational Culture**

According to Quinn and Cameron (1990), there exists four types of organizational culture namely clan, adhocracy, market, and hierarchy; Clan oriented cultures are family-like, with a focus on mentoring, nurturing and doing things together. Adhocracy oriented cultures are dynamic and entrepreneurial, with a focus on risk-taking, innovation, and doing things first; Market oriented cultures are results oriented, with a focus on competition, achievement and getting the job done; while hierarchy oriented cultures are structured and controlled, with a focus on efficiency, stability and doing things right. Trice and Beyer (1993) opine that the right culture is one that closely fits the direction and strategy of a particular organization as it confronts its own issues and the challenges of a particular time. This depends on the nature of the components or the beliefs, norms of behaviour or values that an organization introduces, practices and propagates to its employees. Depending on the nature of these components, an organization is said to have embraced a certain type of organizational culture.

The components of organizational culture allow the identification and the description of numerous situations and real facts of human nature for the organization's life with major implications over the developing and the results of the activity for managerial approaches. O'Reilly, Chatman, & Cadwell, (1991) gives the elements of corporate culture as shared values and beliefs, norms of behavior. Other suggestions as to the components of culture

have included beliefs, values and norms (Trice and Beyer 1993); symbols, heroes, rituals, and values (Hofstede et al. 1990); and beliefs, norms, values and premises (Payne 1991). One commonality across these lists is the notion that organizational values are a core part of organizational substance (Triandis 1993). Schein's (1985) perspective on organizational values differs slightly, in that he claims that basic assumptions are the core of an organization's culture with values forming the next level of the culture; he continues to state that basic assumptions are not measurable, while values are. The components of the organizational culture are vastly intangibles, less visible. Bush (2003) gives the principal components of the organizational culture as: the symbols; the behaviors norms; rituals and ceremonies; the role of the personal, the stories and organizational myths.

### **2.3.1. Patterns of behaviors and Norms**

Patterns of behaviors and norms have been defined as the ways of thinking, behaving, and believing that members of a social unit have in common (Cooke & Rousseau, 1988). Such imply the ways of doing things in an organization, including the rules, tasks and standards of the organization. An example of behavioural patterns could be: continuing to work on a problem until it is resolved or trying to help a colleague work through a difficult time (Meglino, Ravlin & Adkins, 1989). Hofstede et al, (1990) show that the different organizations within the same national culture could be distinguished from that the behavioural norms that is, day-to-day practices they differently adopt and not from their values.

Behavior norms is categorized into two, (Bush 2003); formal norms which are implemented through official regulations of organizational nature such as rules of interior order, rule of

organization and functioning, descriptions of functions and positions. The documents to which some decisions are added and adopted by one manager of the firm, contain provisions referring to the employee behavior in situations that have significant implications over the operation performance organization. The other one is the informal behavior norms which have a big influence over the organizational behavior, although they are not registered in any document. Taking shape during the previous period, the informative norms are establishing the way of approaching and behaving in human situations that are representing a big importance, for the majority of the employees (Cooper, Cartwright & Earley, 2001). Some organizations characterize norms in their leading ethics, dress codes or the ways of addressing superiors or subordinates, for example, Honourable, Sir, Brigadier, etc.

### **2.3.2. Organizational Values**

All organizations have unique set of values shared by most of its members. Organizational values refer to the principles which underlie patterns of behaviours and norms (Bush 2003). Values belong to people more than to organizations. Values are mental pictures or organizational reality, and form the basis of defining the right or wrong in the organization. For instance if in an organization the predominant belief is that meeting the customers demands is essential for success, any behavior which supposedly meets this criteria is acceptable, even if it violates the established rules and procedures. Organizations import values more than they create them (Neuijen, 1990). According to Hofstede's study of 1980 it is indicated that cultural values reliably distinguish national subsidiaries of multinational corporation. Organizational values guide organization's thinking and actions. Values focus organizational energies towards certain actions, while discouraging the other behavioural

patterns. Organizational values include goals, views, and philosophies that an organization share such as an organization's mission statement.

### **2.3.3. Rituals and Ceremonies**

Trice and Beyer (1984), describes rites and ceremonies as discrete enactments that have a beginning and an end and give expression to a culture's values and beliefs. Rituals and ceremonies are consciously enacted behavioural artifacts which help in reinforcing the organization's cultural values and assumptions. Within organizational studies, the most clearly articulated statement of terms with which to study symbolic forms of behavior was given by Trice and Beyer (1984) treatment of rites and ceremonies in organizations. A ritual represents a set of planned actions with a dramatic content, giving a cultural expression to some organizational values, for consolidating them within the organization, Trice (1993); and would include celebrations, performances, and activities that foster and reinforce teamwork, esprit de corps, and a sense of inclusion. They are what make employees feel part of something bigger than themselves, that something is worth being a part of. Rituals and ceremonies include annual parties, sales meetings, organizational retreats, or any other group activities. Some organizations celebrate heroes, members of the organization who personify its values and highlight its vision.

### **2.3.4 Histories and Organizational Myths**

The organizational histories are those stories that relate to a sequence of events carried on in an organization, which presents a symbolic way of approaching and solving human cases with major implications for employees and for the organization (Gephart 1978). Histories highlight certain common expectations, shared to all or to a large part of the employees in

the form of events that happened in the company. The little histories are narrated repeatedly, the latest version adding details more or less fictitious hence contributing to implementing the employees' memory and expectations that they encompass (Denison, 1996). The importance of organizational histories contribute in shaping up certain features of organizational culture and the celebration of business heroes.

Trice (1984) emphasizes that organizational history is important in presenting an organizational situation which involves tension and or uncertainty, and solving problems; represent a way of strengthening the organization and developing some organizational behavior. A particular form of organizational histories represents the myths (Denison 1996). The myth that highlights how the organization was born and puts in foreground the essential role played by the founder, that through his exceptional qualities, labour force and its beliefs contributed to the establishment of say, financial enterprise. Histories and organizational myths, therefore represent the folklore of the organization, intended to provide pattern of behavior for its employees.

## **2.4 Employee Motivation**

Campbell and Pritchard (1976) define motivation as a label for the determinants of the choice to initiate effort on a certain task, the choice to expend a certain amount of effort, and the choice to persist in expending effort over a period of time. Kreitner and Kinicki (2007) have defined motivation as those psychological processes that cause the arousal, direction and persistence of voluntary actions that are goal directed. Schultz and Schultz (1998) regard motivation as simply the personal and workplace characteristics that explain why

people behave the way that they do on the job. Work characteristics in this regard refer to specific characteristics of a person's job, such as its task variety, whereas personal characteristics include those determined by a person's personality, such as an intrinsic need for achievement. Emphasis on either intrinsic motivation by Gouws, (1995), for instance, or goal or reward driven behavior has also been noted. Du Toit (1990) distinguishes between individual characteristics, such as people's interests, values and needs, work characteristics such as task variety and responsibility, and organizational characteristics such as policies, procedures and customs of an organization. Depending on the particular approach adopted, motivation theories are generally classified into three categories, needs-based, cognitive and drive and reinforcement theories (Baron et al., 2002).

According to Elding, Tobias and Walker (2006) they state that a key task of management is that of motivating the organizations workforce to work more effectively towards its objectives. This is mainly done by having the organization offer its workforce rewards for satisfactory performance. There has been a misconception on paybeing at the very top of employees' motivators, but as most psychologists argue, pay only motivates upto a certain degree and secondly, money does not change behavior but rather acts as a director of behavior. Increasing employee motivation, commitment and engagement levels are key organizational aspects nowadays. The development of compensation policies has an important role in motivating workforce to deliver high levels of performance. The process of motivation usually starts with someone recognizing an unsatisfied need. Then a goal is established to be reached and that way to satisfy the need. Rewards and incentives can be established for people to better accomplish the goal. The social context will also affect the

motivation level. This context consists of organizational values and culture but it can affect leadership and management (Gouws 1995).

### **2.4.1 Dimensions of Employee Motivation**

Certain needs and motives experienced by employees are indicative of their energy and dynamism while at work, such as their need for achievement and power, their level of activity under pressure and the extent to which they are motivated by a competitive environment. A number of studies like one by Maslow (1968), show that the extent to which people are motivated by challenging tasks and by the sense that their abilities are being stretched directly impacts on the job satisfaction that they experience. People are motivated by their objectives and goals, Spector, (2003); goal involvement and goal attainment have also been shown to be positively related to job satisfaction (Ingram 1984). These results are explained by the contribution that achievement makes towards a person's self esteem (Beach, 1980), which reinforces his or her sense of contributing towards an organization. A need for achievement is often linked to a need for power in the workplace (McClelland, 1987), and it has been shown that power is a significant predictor of job satisfaction for those workers who are motivated by it (Morgan, Richard 1982).

Another dimension of work motivation relates to the synergy that people experience between their motivational drive system and the characteristics of their work environment. This includes the extent to which they are motivated by opportunities for interaction at work, by praise and tangible recognition, by the synergy between their own and the organization's values and principles, by their need for job security and by their need for opportunities for continual growth and development. The need for security is one of the most basic needs,



(Maslow, (1968); Frederick Herzberg (1923); Clayton Alderfer (1972); Fredrick Herzberg (1966). Studies have also shown that many employees experience job satisfaction because their affiliation needs are being satisfied to some extent at work (Cairnes, 1991). Needs related to the self and higher order needs that affect job satisfaction include the recognition of performance Beach (1980); an environment that corresponds with personal values, and opportunities for training and development that satisfy the need for self actualization (Coster, 1992).

The intrinsic motivation is another dimension referring to an increase in the kind of motivation that corresponds with meaningful and stimulating work; flexible structures and procedures; and an adequate level of autonomy. Literature shows a positive relationship between employee motivation and the need to perform jobs that are challenging and that provide variety, interest and stimulation (Becherer et al. (1982); Coster (1992), Meyer, 2002)). Repetitive jobs lead to lower levels of job satisfaction (Shepard 1973). An employee's perceived control over his or her own work has also been found to moderate the relationship between levels of motivation. On the other hand, extrinsic motivation dimension is represented by aspects such as the need for financial reward, positive promotion prospects, and position and status. Praise and recognition seem to be valued more by senior employees (Bellenger et al., 1984). Many employees especially highly achievement oriented people, are strongly motivated by opportunities for promotion. This has been shown to improve employee motivation significantly (Coster, 1992).

## **2.4.2 Factors Affecting Motivation**

According to Armstrong (2000), factors that affect motivation include the complexity of the process of motivation. This means that simplistic approaches based on instrumentality theory are likely to be successful. People are more likely to be motivated if they work in an environment in which they are valued for what they are and what they do. This means paying attention to the basic need for recognition. The need for work which provides people with the means to achieve their goals, a reasonable degree of autonomy, and scope for the use of skills and competencies should be recognized. It is also important to recognize the need for opportunity growth by developing abilities and careers (Armstrong 2000). The cultural environment of the organization in the shape of its values and norms will influence the impact of any attempts to motivate people by direct or indirect means.

The feelings and attitude of employees towards their work are influenced significantly by their sources both of motivation and of de-motivation (Spector, 2003). In addition, the manner in which they perceive the culture of their organization has a direct bearing on both their level of motivation and the degree of job satisfaction that they experience. If employee motivation is to be affected, one or more of these personal, job related or organizational variables should be changed (Perry & Porter, 1982). The corporate culture construct is represented collectively by the set of organizational characteristics influencing employee motivation and job satisfaction, since these portray the underlying values, beliefs and assumptions of an organization.

Motivation is purely and simply a leadership behavior. Motivation will be enriched by leadership which sets the direction, encourages and stimulates achievement, and provides support to employees in their efforts to reach goals and improve their performance generally

(Baldoni 2005). Good leaders empower their employees. Empowerment provides benefits to organizations and makes sense of belonging and pride in the workforce; who are likely to work with a sense of responsibility and prefer benefits of the organization to theirs (Yazdani, et. Al 2011). Trust is another important factor. Annamalai (2010) posit that trust is an important factor for any organization; it plays a major role in enhancing employee motivation as it makes intrapersonal and interpersonal effects that influence on the relations inside and out of the organization.

### **2.4.3 The Relationship between Organizational Culture and Employee Motivation**

Parallels can be drawn between the variables that link motivation and job satisfaction and those that link corporate culture and job satisfaction. For example, a need for achievement and an organization's performance culture are both positively related to job satisfaction. Many scholars have shown that the relationship between job satisfaction and corporate culture is strengthened by synergy between individual motives and needs, and organizational culture. For example, the positive relationship between employee motivation and a culture of innovation and creativity is more prominent for those motivated by opportunities for creativity (Coster, (1992); Johnson & McIntye, (1998); Odom *et al.*, (1990)). Furthermore, the influence of aspects of the decision-making culture on job satisfaction depends on synergy between employee preference and the degree of formalization (Strydom & Meyer, 2002).

Employee motivation is an innate force shaped and maintained by a set of highly individualistic factors that may change from time to time, depending on the particular needs

and motives of an employee. Gouws (1995) points out that the factors that motivate employees are the same ones that contribute towards their satisfaction in the workplace and subsequently concludes that motivated employees are generally also satisfied with their work. Motivation therefore manifests in job satisfaction and performance and thus provides the link between employee job satisfaction, motivation and employee performance. The relationship between a supportive environment and employee motivation is underlined by the need for such support, which many people have, especially at work (Cohen-Rosenthal & Cairnes, (1991); Du Preez, (2003); Gunter & Furnham, (1996); Visseret *al.*, (1997)). Different dimensions of corporate culture are also positively related to the dimensions of motivation (Coster 1992).

Gunter & Furnham (1996) supports a relationship between motivation and particular dimensions of organizational culture. They argue that the dimensions represent organizational aspects that impact on job satisfaction alongside the personal and job-related aspects. Further, the two posit that the human-resources dimension is reflected by an organization's policies regarding the value and treatment of employees. Visser et al. (1997) posit that the amount of workload that an employee has to deal with every day can have either a positive or negative impact on the employee's performance. Many studies support the finding that an unrealistic workload has a decreasing effect on employee motivation. Du Preez (2003) also argue that the management concern for quality in work output and the safety and security of staff and clients as well as culture of creativity can enhance employee motivation. Concern for employees is said to be displayed through a supportive attitude in a people-oriented, encouraging and trusting environment. This is likely to enhance employee commitment and group cohesion (Coster 1992).

Du Preez (2003) further argues that the decision making culture of an organization is reflected by the degree of formalization that it subscribes to, with a bureaucratic and highly structured approach being negatively related to satisfaction and commitment. Strydom and Meyer (2002) however, found that the influence of such working conditions depends on the preference of particular employees. The hierarchical decision-making style characterizing a regulated system seems to be part of the problem. A participating style enhances employee motivation especially where employees are involved in decision-making processes. Agho, et. Al., warns against discrimination at the workplace. According to these scholars, non-discrimination is reflected in fairness and equal opportunities for all workers.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter contains the research methodology which was used in the study. It covers study design, population, sampling technique, data collection instruments and data analysis. The aim was to establish employee perceived relationship between corporate culture and staff motivation.

#### **3.2 Research Design**

This study adopted the descriptive census survey design; a method of collecting information by interviewing or administering questionnaire to a sample of individuals (Orodho 2003). This involved a process of collecting data in order to answer questions concerning the current status of the subjects in the study (Mugenda & Mugenda, 2003). This approach was used because it focuses on exploration behavior, experiences and opinions of respondents.

#### **3.3 Target Population**

This study targeted all paralegal staff at the Kenyan Judiciary; who total 118 in number (Judiciary Transformation Framework 2013-2016). Because the number is small, a census was conducted.

### 3.4 Sample size

A sample is a finite part of a statistical population whose properties are studied to gain information about the whole population (Webster 1985). It is a process of selecting a number of individuals or objects from a population such that the selected group contains elements representative of the characteristics found in the entire group. The study employed stratified sampling approach which involves dividing the population into homogenous sub groups and then taking a simple random sample in each sub group. The sample is selected in such a way as to ensure that certain sub groups are represented in the sample in proportion to their number in the population (Orodho and Kombo 2002).

**Table 3.1: Table summarizing Sample size**

Employees	Population (Number of Employees)	Sample
Top Management	34	20
Middle Level	54	42
Support staff	30	25
<b>TOTAL</b>	118	87

### 3.5 Data Collection

Data was collected primary sources. Secondary data was collected from journals and reports. Primary data was collected from the paralegal staff of the Judiciary in the field, using drop and pick questionnaires. The researcher structured close-ended and open-ended questionnaires which were personally administered. The questionnaires were discussed with the supervisors, pilot tested for appropriateness, tested for validity and reliability. The questionnaires were thereafter administered to 118 respondents. The filled in questionnaires were later collected for in-putting and analysis.

### **3.6 Data Analysis and Presentation**

The data collected was quantitative and qualitative. For qualitative data, content analysis, a systematic description of the composition of the objects or materials of study was used; and the quantitative data analysis was by use of descriptive statistics such as mean, mode, median and standard deviation by use of excel packages. Descriptive statistics enable meaningful descriptions of scores or measurements using a few indices or statistics (Mugenda and Mugenda 2003) Measures of central tendency usually give the expected score or measure from the group of scores around the mean of the distribution. To measure the relationship between organizational culture and employee motivation, a Pearson Correlation was used.

The data collected was analyzed by the use of tables, graphs and charts. This is because data analysis procedures generally yield their output in numeric or tabular form thus graphical techniques allow such results to be displayed in pictorial form to facilitate the summarization and communication of the meaning of the data.



## **CHAPTER FOUR**

### **DATA ANALYSIS AND PRESENTATION OF FINDINGS**

#### **4.1 Introduction**

The main focus of this chapter is the presentation, analysis and interpretation of the results of the research in reference to the objectives of the study. It captures background information of the respondents and the response rate. Data obtained was analysed to investigate the perceived relationship between organizational culture and motivation of employees.

#### **4.2 Response Rate**

This section contains response rate of the respondents from the survey. The researcher dispatched a total of 118 questionnaires to the target respondents. Out of those, 87 were filled and returned back to the researcher. This translates to a response rate of 74% as shown in the table below. According to Mugenda & Mugenda (1999), a response rate of 70% is excellent.

**Table 4.1: Level of management and responses**

<b>Type of Employees</b>	<b>Expected Responses</b>	<b>Actual Responses</b>	<b>Percentage (%)</b>
Top Management	34	20	17
Middle level	54	42	36
Support Staff	30	25	21
<b>Total</b>	118	87	74%

Table 4.1 above shows the respondents' response rate from the three levels of management.

The purpose was to ensure all levels are captured to make it representative of the Judiciary.

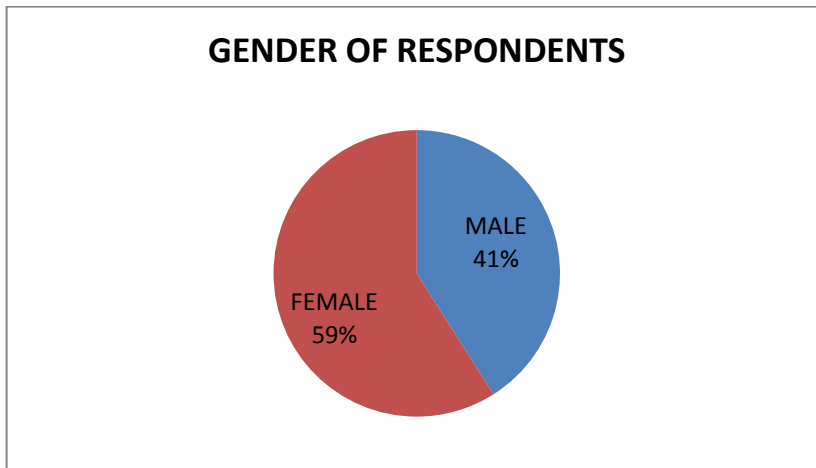
### **4.3 Demographic characteristics of the respondents**

The researcher captured respondent's demographic information that included gender, age, work experience, education level and the positions held. The researcher found it important to capture demographic characteristics as these have a relationship with perception.

#### **4.3.1 Gender of respondents**

The study sought to establish the gender of the respondents. It is assumed that gender has an impact on perception.

#### **Figure 4.1 – Gender of Respondents**



From figure 4.1 above, 59% of the respondents were female representing the majority, while 41% represented male respondents. This shows that study findings will not be influenced by gender since the difference is not significant.

#### **4.3.2 Age of respondents**

The study sought to establish the age of the respondents as shown in table 4.2 below. It is assumed that the age of an employee has an effect on perception.

**Table 4.2 – Respondents Age**

Age of the respondent	Frequency	Percentage
Below 25 years	1	1%
25-34 years	26	30%
35-44 years	39	45%
45-54 years	17	19%
55-64 years	4	5%

Table 4.2 above shows the age of respondents who took part in the study. This was

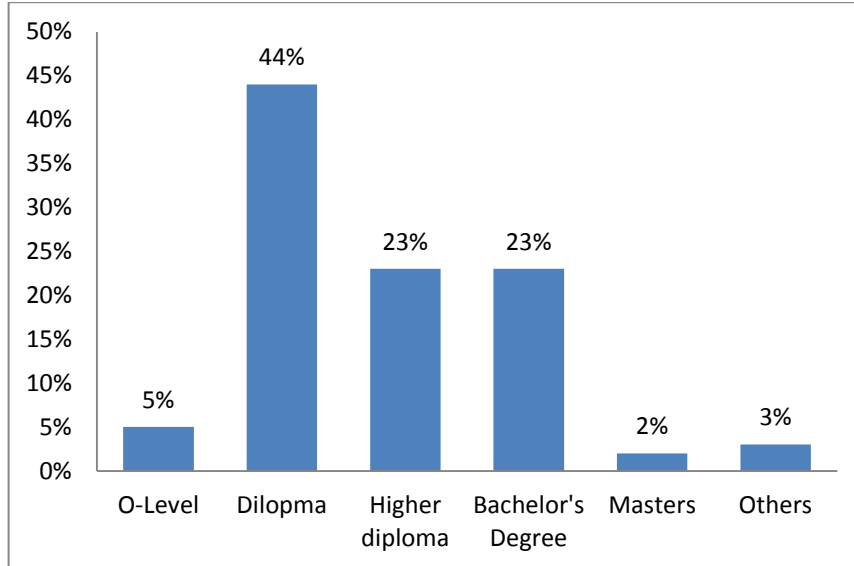
important because different age groups perceive things differently. The study revealed that majority of the respondents was in the age category 35-44 years, who comprised of 45% of the total respondents. Other respondents were in the age categories of below 25 years of age representing 1%, 25-34 years, 30%; 45-54 years, 19%; 55-64 years, 5%..

From the analysis majority of the paralegal staff are between 35-44 years; though all ages were captured in the study. Therefore the perception will not be influenced by the age.

### 4.3.3 Academic Qualifications of the respondents

The study sought to establish the level of education of the respondents. Perception can be influenced by respondent's level of education.

**Figure 4.2 Respondents Qualifications**



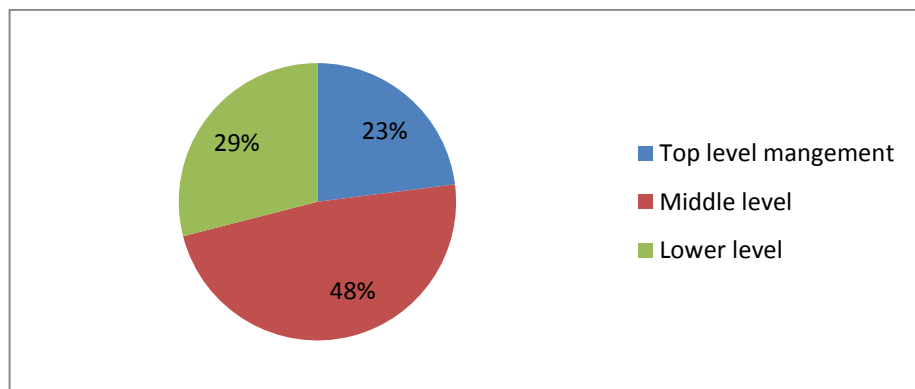
From figure 4.2 above, 44% of the respondents were first Diploma holders while 23% have higher diplomas and only 23% have first degrees. Masters holders accounted for 2% of the

respondents while others which included certificate holders were 3%. 5% of the respondents had O level qualifications. The study therefore established that majority of the respondents had education level of diploma and above. This means that the respondents were well educated and understood the concepts and language of the study.

#### 4.3.4 Positions held by respondents

The researcher wanted to find out the positions held by the respondents as different levels of management perceive things differently.

**Figure 4.3 Respondents Job Positions**



From figure 4.3 above, 23% of the paralegal staff respondents were Directors/Administrators. Court clerks/support staff constituted 48% of the respondents, while 27% of the respondents included professions like Secretaries, ICT, Librarians, Chief

Librarian, accountants and executive officers among others. This is indicated in chart shown above. 2% represented the respondents who did not give an answer. This is an indication that the majority of the respondents were court clerks. The figure above shows a normal distribution which shows top management constituting fewer employees than other levels. However, all positions were represented and therefore the study was not affected by positions held by the respondents.

### 4.3.5 Years worked in the Judiciary

The survey sought to find out the years worked in the judiciary. The number of years worked not only indicates knowledge of processes and procedures, but also constitutes a key component in organizational performance.

**Table 4.3: Employee Work Experience**

EXPERIENCE	FREQUENCY	PERCENTAGE
Below 5 years	13	15%
6 - 10 years	45	52%
11 - 15 years	18	20%
16 – 20 years	6	7%
Above 20 years	5	6%

Table 4.3 above indicates that 52% of the respondents had 6 to 10 years of experience while working with the Judiciary. 20% of the respondents had worked for 11 to 15 years while 7% had 16-20 years' experience. 6% of the respondents had more than 20 years of experience. The study indicated that staff who had between 6 to 10 years of experience were the majority while the number of staff who worked for less than 5 years were the least in number representing 15%.

It follows that most respondents have been working with the judiciary for over 6 years which makes them knowledgeable on the various processes, procedures and management practices.

In conclusion, it was observed that majority of the respondents were between 35-44 years, while the least were under 25 years and non above 65 years of age. It was also noted that majority of the respondents were female at over 59% of the sample. The study also indicated that support Staff/Court Clerks had the majority of respondents. On work experience, majority of the employees had worked with the judiciary for over 6 years. The study also established that a strong majority had Diploma and degree qualifications, while a few had Master's qualifications.

#### **4.4 Employee perception on the relationship between organizational culture and motivation of paralegal staff at the Kenyan Judiciary**

The overall objective of this study was to establish employee perceived relationship between organizational culture and employee motivation at the Kenyan judiciary. To achieve this, respondents were provided with various statements and asked to indicate their agreement

level using a likert scale 1-5, where; 1 is strongly disagree, 2 is disagree, 3 is neutral, 4 is agree and 5 is strongly agree. For interpretation purposes a mean score of < 1.4 means strongly disagree; 1.5 – 2.4 means disagree; 2.5 – 3.4 means neutral; 3.5 – 4.4 means agree and >4.5 strongly agree. A standard deviation of >1.5 means no consensus while <1 shows consensus in responses.

#### **4.4.1 Employee perception of the dominant characteristics in the judiciary**

This section sought to establish the important components that form the type of organizational culture prevalent in the Judiciary. Respondents were presented with a number of statements and asked to indicate the extent to which they agreed with them. The purpose was to establish the norms of behavior in the judiciary.

**Table 4.4.Paralegal staff responseson their perception of the dominant characteristics in the judiciary**

	Mean	Std. Deviation
A Personal Place	2.25	1.500
A Dynamic and Entrepreneurial Place	3.30	.949
A Result Oriented Place	4.44	.598
A Controlled and Structured Place	4.35	.691

Source: Author, 2013



Table 4.4 above, shows that the majority of the paralegal staff strongly agreed that the judiciary is a result oriented organization (mean score of 4.4) and a controlled and structured place (mean score of 4.35). There was a moderate score of 3.30, of the paralegal staff who were not sure the judiciary is a dynamic and entrepreneurial place. However, some paralegal staff disagreed (2.25) with the view that the judiciary is a personal place.

In conclusion, the paralegal staff perceived the judiciary to be a result oriented and a controlled and structured place. However some paralegal staff perceived the judiciary not to be necessarily a personal place. It should be noted that there was consensus with the majority of the paralegal staff who agreed on the dominant characteristics in the judiciary to be a results oriented and a controlled and structured place; as indicated by a standard deviation of <1, and there was no consensus as to the judiciary being a personal place with a standard deviation of >1.

#### **4.4.2 Employee perception on the management systems**

The researcher sought to establish the type of management systems in the judiciary.

Respondents were provided with a number of statements and asked to give their responses on the basis of what they perceived the management of employees in the judiciary as being characterized by. The purpose was to establish the function of the management systems in the judiciary.

**Table 4.5 – Paralegal staff perception of management systems in the judiciary**

Statement	Mean	Std. Deviation
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Systems were geared towards team Work and participation	4.18	.716
Systems encouraged individual risk taking, innovation and freedom	3.00	1.732
Systems encouraged hard driving competitiveness and achievement	4.04	.793
Systems supported security of employment, stability and conformity	4.32	.780

Table 4.5 above shows the responses of paralegal staff who took part in the study on their perception of management systems in the judiciary.

It can be noted from the table above that majority of the paralegal staff represented by a mean of 4.32 strongly agreed that the management systems in the judiciary are driven towards security of employment, stability and conformity. They also agreed that the management systems in the judiciary are driven towards team work and participation and hard-driving competitiveness and achievement (with a mean score of 4.18 and 4.04, respectively). However, paralegal staff represented by a moderate score of 3.00 were not sure if management systems in the judiciary were driven towards individual risk-taking, innovation and freedom.

In conclusion, paralegal staff perceived the management systems in the judiciary to be driven towards security of employment, stability and conformity, team work and participation and hard-driving competitiveness and achievement.

The average standard deviation was 0.48 indicating that most of the paralegal staff were in consensus on the responses they gave on the management systems of the judiciary as being geared towards security of employment, stability and conformity, team work and participation and hard driving competitiveness and achievement all with a standard deviation of <1. There was no consensus, however, from the responses received on the management systems being geared towards individual risk taking, innovation and freedom and which had a standard deviation of >1.

#### **4.4.3 Employee perception on the management focus in the Judiciary**

The researcher sought to find out the respondents perception of the management’s strategic focus. The employees were provided with a number of statements on the strategic focus by the management in the judiciary and asked to indicate the extent to which they agreed with them. The purpose was to determine the judiciary management’s priority.

**Table 4.6 Paralegal staff responses on the management strategic focus in the Judiciary**

	Mean	Std. Deviation
Development of human resources	3.44	.924
Level of Innovativeness	3.86	.378
Competitive market and leadership	4.00	.500
Level of efficiency	4.38	.650

Table 4.6 above shows that a majority of the paralegal staff represented by a mean of 4.38 strongly agreed that the management priority in the judiciary was on the level of efficiency. They also agreed (with a mean score of 4.00) that the management strategic focus in the judiciary was on competitive market leadership and that the management priority was geared towards level of innovativeness (mean 3.86). However, the paralegal staff were not sure if the management priority was on development of human resources; this was represented by a moderate score of 3.44.

In conclusion, the paralegal staff perceived that the management in the judiciary gave priority to the level of efficiency and competitive market leadership and also on the employees' level of innovation. However, the paralegal staff perceived development of human resources as not forming part of the management's priority.

It is important to note that a consensus was reached to the effect that the management priority in the judiciary was based on the level of efficiency, competitive market and leadership as well as on the level of innovativeness as was shown by a standard deviation of  $<1$  and no consensus on development of human resources as forming part of the management priority.

#### **4.4.4 Employee perception of cohesiveness in the Judiciary**

The researcher sought to establish paralegal staff's perception of cohesiveness in the judiciary. The paralegal staff were provided with a number of statements and asked to indicate the extent to which they agreed with them. The purpose was to establish some of the values in the judiciary.

**Table 4.7 Cohesiveness in the Judiciary**

	Mean	Std. Deviation
Loyalty and mutual trust	3.92	0.793
Commitment to employee development	3.17	1.408
Aggressiveness and achievement	3.95	.780
Formal rules and policies	4.44	.712

Table 4.7 above shows paralegal staff perception on cohesiveness in the judiciary with the majority staff represented by a mean of 4.44 strongly agreeing that the institution values formal rules and policies as the glue that holds the employees together. They also agreed that the institution values aggressiveness and achievement as well as loyalty and mutual trust,(mean score of 3.95 and 3.92, respectively), as the glue that holds the institution together.However there was a moderate score of 3.17 showing the paralegal staff who were not sure if commitment to employee development formed part of the judiciary values.

In conclusion, it is to be noted that the average standard deviation was 0.28 which indicated that most of the paralegal staff were in consensus on the responses they gave in that formal rules and policies, aggressiveness and achievement, and loyalty and mutual trust form part of the judiciary values. A standard deviation of 1.41 was obtained on commitment to employee development, showing that there was no consensus as to this forming part of the institution values.

#### **4.4.5Employee perception on the current judiciary leadership**

The researcher sought to establish the leadership characteristics in the judiciary. The respondents were provided with various statements and asked to give response as to the extent to which they agreed with them. The purpose was to determine the leadership traits of the new leadership in the Judiciary, having joined the institution, one year after the promulgation of the Constitution of Kenya, 2010.

**Table 4.8 Leadership traits in the Judiciary**

Statement	Mean	Std. Deviation
Mentors, facilitates and nurtures the employee	3.10	1.75
Is entrepreneurial, innovative and risk taking	4.13	.641
Is a no-nonsense, aggressive, results oriented	4.41	.638
Coordinates, organizes or smooth running	3.78	.594

From table 4.8 above, the majority of the paralegal staff represented by a mean of 4.41, 4.13 strongly agreed that the new leadership in the judiciary is a no-nonsense, aggressive, results oriented and is at the same time entrepreneurial, innovative and risk taking. They also agreed with a mean score of 3.78 that the current leadership coordinates, organizes the systems of work in the judiciary. However, the paralegal staff were not sure if the current leadership in the judiciary mentors, facilitates and nurtures the employee, (mean score of 3.10).

In conclusion, paralegal staff perceived the new leadership in the judiciary to be no-nonsense, aggressive, results oriented while at the same time being entrepreneurial,

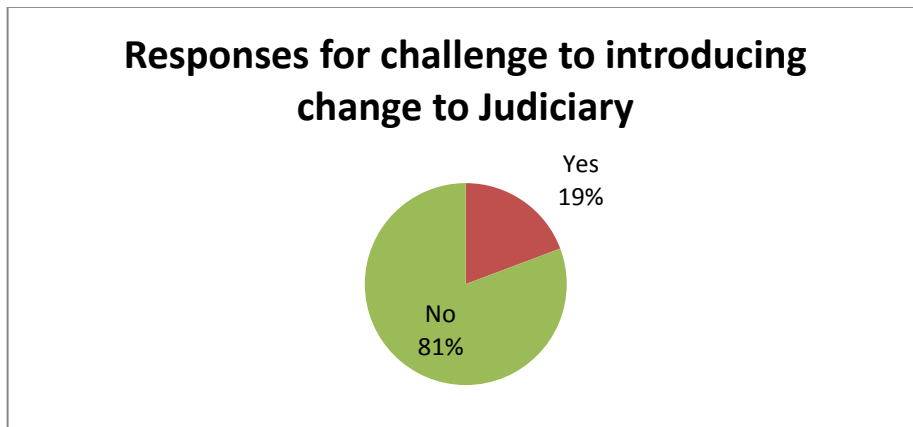
innovative and risk taking. However, the paralegal staff did not perceive the new leadership in the judiciary as that which mentors, facilitates and nurtures the employee.

Looking at the standard deviation (0.39), it is to be noted that there was consensus in paralegal responses showing the new leadership as a no-nonsense, aggressive, results oriented while being entrepreneurial, innovative and risk taking whereas there was no consensus in reflecting the new leadership in the judiciary as one that mentors, facilitates and nurtures the employees as shown by the standard deviation of  $>1$ .

#### **4.4.7 Challenge to introducing change**

The researcher sought to find out if the respondents faced any challenges in introducing change in the Judiciary. The purpose was to establish any resistance to change and reasons thereto. The results are represented in figure 4.4.

**Figure 4.4. Employee responses on the challenge to introducing change**



From figure 4.4.above, 81% of the paralegal staff responded that they faced no challenges in introducing change in the Judiciary, while 19% felt that introducing change in the judiciary posed some challenges to them. They gave factors such as lack of proper systems,

lack of preparedness, existing challenging policies and procedures and intimidation from their seniors from the fact that the judiciary is full of bosses (judges and magistrates).

In conclusion, majority of the paralegal staff had no problem in introducing change in the judiciary. However, a very insignificant number of paralegal staff faced challenges in introducing change in the judiciary.

#### **4.5 Factors that motivate paralegal staff at the judiciary**

The researcher sought to find out from the respondents the factors that they deem motivating factors at their work place. Respondents were provided with a number of statements and asked to indicate to what extent they agreed with them.

##### **4.5.1 Aspects of the job that employee deem important**

Employees were provided with various statements and asked to indicate the extent to which they agreed. The purpose was to determine the characteristics of their jobs. The results are presented in table 4.10.

**Table 4.9 Job characteristics**

<b>Statement</b>	<b>Mean</b>	<b>Std. Deviation</b>
Does your job offer any challenge?	4.17	.852
Does your job allow you to make important decisions?	3.34	1.010
Does your job give you a chance to develop personally?	3.13	1.227
Do you feel that your job gives you a greater responsibility to be loyal?	4.08	.892
Does your job give you greater responsibility to be the best worker in the organization?	3.30	1.009
My job allows me to work in a team	4.05	.861
My job often allows creativity and innovation	3.12	1.179
My job provides constant opportunities for group learning	3.06	1.396
My job allows me to use my abilities to the fullest	3.13	1.183



I am always given a chance to attend management meetings	3.15	1.157
--	------	-------

Table 4.9 above shows the responses of participating paralegal staff on the aspects of their jobs (job characteristics); where it can be seen that the majority paralegal staff strongly agreed that their jobs offered them challenge (mean score of 4.17), and offered them a chance to be loyal (4.08), allowed them to work as a team (4.05). However, paralegal staff represented by a moderate rating of 3.34, 3.30 and 3.13 were not sure if their jobs allowed them to make decisions; or gave them a greater responsibility to be the best worker in the judiciary and/or gave them a chance to develop personally; in that order. They were not sure if their jobs gave them a chance to attend management meetings (3.15); neither were they sure that their jobs offered them a chance to use their abilities to the fullest (3.13); and nor were they sure that their jobs allowed them to use innovation and creativity (with a moderate rating of 3.12). The paralegal staff were also not sure if their jobs allowed them a chance for learning (moderate rating, 3.06).

In conclusion, majority of the paralegal staff perceived that their jobs offered them challenges, and offered them a greater responsibility to be loyal and that their jobs allowed them to work as a team. However, paralegal staff were not sure if their jobs allowed them to make decisions, or gave them a greater responsibility to be the best worker or offered them a chance to develop personally and were also not sure if their jobs gave them a chance to attend management meetings; offered them a chance to use their abilities to the fullest; and/or allowed them to use innovation and creativity; nor were they sure if their jobs offered them a chance to use their abilities to the fullest or allowed them to use innovation and creativity.

The paralegal staff were in consensus in their responses in that their jobs offered challenges and gave them a chance to be loyal and to work as a team (a standard deviation of <1 was obtained); whereas there was no consensus in paralegal staff responses with the fact that their jobs allowed them to make decisions or gave them a greater responsibility to develop personally; or allowed them to use innovation and creativity; or their jobs offered them a chance to use their abilities to the fullest; or allowed them to use innovation and creativity, as each of these had a standard deviation of >1.

### 4.5.3 Other factors that paralegal staff deemed motivating

The paralegal staff who participated in the study were asked to give their perception of the factors that they deemed motivating. Employees were provided with a number of factors and asked to indicate the levels of importance. The purpose was to establish factors that motivate employees at the Kenyan judiciary.

**Table : 4.10 Motivating factors**

As earlier stated, the paralegal staff who participated in the study were asked to give their perception of the factors that they deemed motivating, and to indicate the level of importance.

Statement	Mean	Std. Deviation
Pay	4.68	.494
Work Environment	4.51	.697
Friendly Co-Workers	3.85	.984
Free Time	3.17	1.652
Training	4.36	.550
Supervision Method	3.53	.889
Recognition of work	4.37	.349

Promotion and growth	4.57	.858
Staff Welfare	4.05	.22

Source: Author, 2013

Table 4.10 above shows the paralegal staff responses on what they perceived to be motivating factors in the judiciary.

From the table, the majority paralegal staff represented by a mean of 4.68, 4.57, 4.51, 4.37, 4.36, 4.05 strongly agreed that the motivating factors included pay, promotion and growth, work environment, recognition of work, training, and staff welfare in that order. The paralegal staff also agreed that friendly co-workers (mean score 3.85), and supervision method (mean score 3.53) were motivating factors. However, paralegal staff represented by a moderate rating of 3.17, were not sure if free time constituted a motivating factor.

In conclusion, the paralegal staff perceived that pay, promotion and growth, work environment, recognition of work, training and staff welfare were the most important motivating factors. However, paralegal staff were not sure if provision of free time was an important factor of motivation.

When asked for a general comment relevant to the study, four paralegal staff insinuated that the judiciary did not recognize employees and especially the long term serving employees; three others insinuated that the judiciary does not value support staff; two opined that the management should adopt a participatory decision making process and encourage team building. Another two felt that the Judiciary was filled with bosses (judges and magistrates), thereby hindering team work and could be intimidating. One paralegal staff stated that she was happyworking with the Judiciary.

It can be noted that though not many people made their comment; the few who did, supported the findings through out the study; that there could be a likelihood of lack of motivation in the institution.

In conclusion, different employees gave distinct aspects of their jobs that they regarded most important. Similarly, employees have rated motivating factors differently. What may be a motivating factor to one employee, may not be a motivating factor to another. This was the case in this study. Again, some components of organizational culture have shown direct effects on employee motivation therefore establishing a relationship between organizational culture and employee motivation.

#### **4.6 Relationship between organizational culture and employee motivation**

##### **Inferential Statistics: Correlation analysis**

To quantify the strength of the relationship between the variables, the study used Karl Pearson's coefficient of correlation. The Pearson product-moment correlation coefficient (or Pearson correlation coefficient for short) is a measure of the strength of a linear association between two variables and is denoted by  $r$ . The Pearson correlation coefficient,  $r$ , can take a range of values from +1 to -1. A value of 0 indicates that there is no association between the two variables. A value greater than 0 indicates a positive association, that is, as the value of one variable increases so does the value of the other variable. A value less than 0 indicates a negative association, that is, as the value of one variable increases the value of the other variable decreases.

	result oriented place	systems supported security of employment stability and conformity	level of efficiency	formal rules and policies	is no non sense, aggressive, result oriented	does your job offer any challenge	my job allows me to work in a team	pay
result oriented place	1	.485**	.530**	.482**	.637**	-.004	.040	.324*
		.000	.000	.000	.000	.977	.785	.023
systems supported security of employment stability and conformity	0.485**	1	.547**	.327*	.451**	.020	-.099	.059
	0.000		.000	.022	.001	.893	.497	.688
	0.530**	.547**	1	.411**	.425**	-.077	-.118	.256

**Table 4.11**

level of efficiency	0.000	.000		.003	.002	.599	.420	.076
formal rule and policies	0.482**	.327*	.411**	1	.632**	.028	.031	.430**
	0.000	.022	.003		.000	.851	.834	.002
Is no-nonsense, aggressive, result oriented	0.637**	.451**	.425**	.632**	1	-.004	-.042	.216
	0.000	.001	.002	.000		.979	.774	.136
does your job offer any challenge	-.004	.020	-.077	.028	-.004	1	.640**	.262
	0.977	.893	.599	.851	.979		.000	.069
my job allows me to work in a team	0.040	-.099	-.118	.031	-.042	.640**	1	.263
	0.785	.497	.420	.834	.774	.000		.067
pay	0.324*	.059	.256	.430**	.216	.262	.263	1
	0.023	.688	.076	.002	.136	.069	.067	

*Source: author 2013*

According to table 4.11 above, there is positive correlation between organizational culture and staff motivation as shown in the results - is no non-sense aggressive, result oriented, level of efficiency, systems supported security of employment stability and conformity, formal rules and practice, pay and my job allows me work in a team; with values 0.637, 0.530, 0.485, 0.482, 0.324, 0.040, and .064 in that order. The positive relationship shown is a clear indication that there is a correlation between organizational culture and motivation of paralegal staff at the Kenya judiciary, as can be seen from the analysis.

In conclusion, it can be said that the significance values for relationship between organizational culture and motivation of paralegal staff at the Kenya judiciary: is no-nonsense aggressive, result oriented, level of efficiency systems supported security of employment stability and conformity, formal rules and practice, pay and my job allows me work in a team were 0.000, 0.000, 0.000, 0.000, 0.023, and 0.785, in that order.

## **4.7 Discussions**

The result reflected above implies that the judiciary is a result oriented, with a focus on the level of efficiency, with systems that support security of employment, stability and

conformity, formal rules and practice, and characterized by a leadership which is no-nonsense; as being the most significant values contrary to the views of Gouws (1995) who points out that the factors that motivate employees are the same ones that contribute towards their satisfaction in the workplace and subsequently concludes that motivated employees are generally also satisfied with their work. These findings are supported by Maslow (1968), who in his studies has shown that the extent to which people are motivated by challenging tasks and by the sense that their abilities are being stretched directly or indirectly through team work, impacts on the job satisfaction that they experience. The findings portray a Judiciary that stresses on results (achieving their goals). However, Spector (2003) posits that people are motivated by their objectives and goals, rather than organizational goals. It is for this reason that goal involvement and goal attainment have been shown to be positively related to job satisfaction (Ingram 1984). These results are explained by the contribution that achievement makes towards a person's self esteem, Beach (1980), which reinforces his or her sense of contributing towards an organization; an aspect which is less emphasized in the institution. From the study findings, therefore, it is evident that a supportive environment, such as putting into place supportive systems, is paramount in motivating staff into giving their best. The relationship between a supportive environment and employee motivation as evident from the study, and as posited by Cohen-Rosenthal & Cairness (1991), is underlined by the need for such support, which the Judiciary does not display, especially at workplace.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

## **5.1 Introduction**

This chapter presents a summary of the findings from chapter four. It gives the conclusions and the recommendations based on the objectives of the study. The researcher was guided by the research objective, to establish employee perception on the relationship between organizational culture and employee motivation.

## **5.2 Summary of Findings**

The study was guided by the following research objectives; to establish the perceived relationship between organizational culture and motivation of employees at the Kenyan Judiciary.

The target population consisted of 118 paralegal staff of the judiciary, out of which 87 questionnaires were filled and returned to the researcher. This gave a response rate of 74%; which the researcher deemed representative. All paralegal staff cadres who form, top, middle and lower level of management, were covered with a high response rate obtained from the middle level management who constitute the majority paralegal staff in the institution. The study established that majority of the respondents had worked with the judiciary for over 6 years. This shows that the respondents had prior knowledge of the processes, procedures in the institution.

The majority of paralegal staff perceived the judiciary to be a performance focus institution as highlighted by a majority response who agreed that the dominant characteristics in the judiciary constituted results oriented place as opposed to a personal place or a dynamic and



entrepreneurial place. Further, a large number of paralegal staff perceived the success in the Judiciary to be based on the level of performance and efficiency and competitive market leadership; as opposed to development of human resources. This is evident from the study that the kind of leadership in the judiciary strongly supported this with the paralegal staff perceiving that the current leadership in the judiciary is a no-nonsense, aggressive, and results oriented. Paralegal staff also perceived the management of employees in the judiciary as being characterized by team work and participation with a leadership which focuses on efficiency. Moreover, paralegal staff perceived the management of employees in the judiciary as geared towards hard driving competitiveness and achievement and stability. They perceived the management to be more concerned about levels of efficiency and performance as opposed to staff welfare. Majority of the paralegal staff perceived strategic emphasis by the management in the judiciary to be based on competitive market leadership which produces competitive actions with high levels of efficiency and control. Simply put, current leadership in the judiciary symbolizes results/performance.

Paralegal staff perceived the judiciary as doing little or nothing at all in promoting their (staff) development. On cohesiveness, most paralegal staff perceived mutual trust and loyalty to represent levels of cohesiveness in the judiciary; a majority strongly agreed that the judiciary places emphases on aggressiveness and achievement. The paralegal staff perceived the judiciary as being characterized by very formal rules and policies. They perceived the judiciary to be a very highly structured and controlled institution.

The study established a likelihood of lack of motivation in the institution with the prevailing organizational culture. A well-motivated workforce promotes growth, organizational

efficiency, team work, productivity, improvement and commitment of employees which leads to the overall growth of the organization. The study established that the paralegal staff was not involved in decision-making processes and the management did not have strategies which enhance staff empowerment and/or was not keen on issues relating to staff development, as could be seen from the study.

A lack of motivation therefore, may be evident from the fact that majority of the paralegal staff disagreed that their jobs offered them a chance to develop personally; disagreed that their job gave them a greater responsibility to be the best worker; or allowed them to work in a team and use their abilities to the fullest. Paralegal staff also disagreed that their jobs allowed them to use creativity and innovation and offered them a chance to influence decisions affecting their work. They agreed that the judiciary does not recognize staff for work done especially the long serving employees; and neither does it value support staff.

An overwhelming majority of the paralegal staff gave pay and work environment as the most important factors of motivation. Most paralegal staff considered friendly co-workers, training, recognition of work, promotion & growth and staff welfare issues as important motivating factors. They gave the least important factors as free time and supervision methods. For any other comment at the end of the questionnaire, paralegal staff responded that the judiciary did not recognize long serving employees, did not involve employees in decision making, neither did they value the support staff. On the contrary, some respondents were happy working with the judiciary.

### **5.3 Conclusions**

Organizational culture has become very important as an aspect of motivation of employees. The fact that organizations may have a strong or weak culture affects their ability to perform strategically. Culture affects not only the way managers behave within organizations but also the decisions they make about the organization's relationships with its environment and its strategy. By appreciating the employees for their work done and giving them participation in decision making, this internally satisfies employees with their jobs, and organizational environment making them enthusiastic and motivated towards accomplishing their tasks.

Organizational culture and employee motivation towards organizational goals and effectiveness have direct and positive relationship between them as seen from the study. Well motivated employees work best in the interest of the organization which leads them towards growth, prosperity and productivity. It is evident from the study that a large number of paralegal staff understood the policies, strategies and practices in the judiciary. They perceive the judiciary as a result oriented, highly structured and controlled place characterized by a no-nonsense leadership who focus on competition, achievement and getting work done efficiently. Study reveals a market organizational culture with a mix of hierarchy in the judiciary, with less emphasis on staff recognition, staff development and training, participatory decision-making. The current leadership in the judiciary, as can be seen from the study, is a symbol which stands for the values and norms of behavior that only support results or performance.

The overall objective: to establish employee perceived relationship between organizational culture and motivation of paralegal staff at the Kenyan judiciary was positive. The study established that there exists a relationship between organizational culture and motivation.

This is because majority paralegal staff perceived components of the current organizational culture prevalent in the judiciary, such as dominant characteristics, current leadership, strategic emphases, level of cohesiveness, management of employees among others, to have a direct effect on factors that motivate them. For instance, study establishes a results oriented institution with strategic emphases on performance. Employees expect management to reward them through recognition, training them and involve them in decision-making processes. From the study, the current organizational culture has not shown any support for this. The reason being that, while it is evident that most paralegal staff are in agreement about the most important factors of motivation, it is obvious that the institution is not bothered about staff needs; rather it is concerned with results. This is reflected on the basis that most paralegal staff gave promotion and growth, recognition of staff, training and staff welfare as the most important motivating factors while at the same time portraying the institution as not being keen on promoting these aspects.

## **5.4 Recommendations**

Various recommendations have been made to the Judicial Service Commission, the managers and the paralegal staff. These recommendations do not apply only to the judiciary but can be useful to any organization, service or production. Firstly, recommendations were made to the Judicial Service Commission on the role organizational culture plays on employee motivation. A right organizational culture can assist an organization to achieve its goals; or even go beyond achieving goals. Organizational culture has a significant role in providing a framework where motivational factors operate. It is recommended that the body identifies factors that motivate its staff such as employee recognition, employee involvement

in decision making, promotion and growth and incorporate these factors into the current corporate culture. This is because the only way to achieving organizational goals is to instill the right attitude to staff; which can be achieved through motivation. The JSC should therefore formulate policies, processes, and practices and design appropriate structures that can accommodate these factors of motivation into the judiciary organizational culture.

Secondly, while it is important and acceptable for the judiciary to place its emphases on results, it is equally important to note that these results are dependent on the employee as without them, there could be no results at all. The JSC should adopt an appropriate staff development policy which can go along way into promoting staff development. There are other aspects of a job that employees regard as favourable. Such aspects may include job description and specification both of which fall under the JSC dispensation. It is recommended that the JSC takes the necessary steps to ensure such aspects are examined with a view to making them friendly or favourable to the staff

At the management level, managers should not concern themselves only with results but should take employee needs seriously. Managers are reminded that employees the most important asset of any organization; and therefore should promote an environment in which employees are happy working in. Allowing employees to have an impact on decisions and actions that affect their jobs, is one way to achieve this. To achieve this corporate culture should be robust and satisfied. It should support organizational goals, and the way to achieve these goals is to have a well motivated staff. Managers should therefore assist the staff under them to identify training needs; while at the same time providing constant opportunities for learning, creativity and innovation.

Employees feel valued when they are appreciated. They respond to appreciation expressed through recognition of their good work because it confirms their work is valued. When employees and their work are valued, their satisfaction and productivity rises, and they are motivated to maintain or improve their good work. Thus appreciation and recognition of employees and employees' tasks fulfillment stimulates them towards working with more energy and dedication to the organization. It is therefore recommended that the judiciary should recognize its long serving employees through gestures such as issuing certificates, gift vouchers, and badges, or any other method. Managers should therefore be on the forefront to recommend such employees through provision of supervisory reports. A well laid out selection criteria should be put into place to eliminate elements of biasness.

The other recommendation goes to the staff. The paralegal staff should support their leaders. They can do this by changing their attitude towards the new leadership in the judiciary. They should embrace change and be positive about management practices that the leadership introduces. The best way to do this is to get to know their leaders, participate more in the events if an invitation is extended, following instructions and keeping the timelines.

## **5.5 Limitation of the Study**

The researcher expected to get back almost all the questionnaires distributed to the directors, since they were not many in number and were easily identified. However, due to the emerging administrative wrangles between the Chief Registrar of the Judiciary and the Judicial Service Commission (JSC), it was not possible to have all the responses from the top level management.

Due to the nature of the business where most court clerks are engaged in aiding court sessions, it was not easy to have their responses in time and the researcher had to push them. This could mean some court clerks did not have enough time to digest the issues at hand.

Some respondents were suspicious that the employer may extract some information from the questionnaires to their disadvantage, especially at that particular period when the Chief Registrar had been put to task by JSC to account for her management actions.

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## **APPENDIX 1: QUESTIONNAIRE**

*This questionnaire has been designed to collect data from the Paralegal Staff of the Kenya Judiciary*

*Data collected is for academic purposes, only.*

### **Instructions**

*Kindly tick in the appropriate box or fill in the spaces provided*

### **Section A: Bio-data**

1. What is your gender?

Male  Female

2. What is your age group?

Below 25 years  25 – 34 years

35 – 44 years  45 – 54 years

55 – 64 years  65 years and above

3. What is your highest academic qualifications?

O- Level  Diploma

Higher diploma  Bachelor's degree  Masters degree

Other (specify) .....

4. What position do you hold in the Judiciary?

Director/Administrator

Court Clerk/Support Staff [ ]

Other (specify).....

5. For how long have you served as an employee of the Judiciary?

Below 5 years [ ] 6 – 10 years [ ]

11 – 15 years [ ] 16 – 20 years [ ] above 20 years [ ]

### **Section B: Perceived Organizational Culture**

**Instructions:** For **EACH** of the questions below, please choose from **ONE** category only: either A, B, C or D.

Ratings: 1. I strongly disagree 2. I disagree 3. Neutral 4. I agree 5. I strongly agree

1) In your own opinion, what do you perceive as the dominant characteristics in the Judiciary? Is it that the Judiciary is:

- |  |     |     |     |     |     |
|--|-----|-----|-----|-----|-----|
| A. a personal place                    | [1] | [2] | [3] | [4] | [5] |
| B. a dynamic and entrepreneurial place | [1] | [2] | [3] | [4] | [5] |
| C. a results oriented place            | [1] | [2] | [3] | [4] | [5] |
| D. a controlled and Structured place   | [1] | [2] | [3] | [4] | [5] |

2) Do you perceive the management of employees in the Judiciary as being characterized by:

- |   |     |     |     |     |     |
|---|-----|-----|-----|-----|-----|
| A. Team work and participation                      | [1] | [2] | [3] | [4] | [5] |
| B. Individual risk taking, innovation and freedom   | [1] | [2] | [3] | [4] | [5] |
| C. Hard driving competitiveness and achievement     | [1] | [2] | [3] | [4] | [5] |
| D. Security of employment, stability and conformity | [1] | [2] | [3] | [4] | [5] |

3) In your own perception, strategic emphases by the management in the Judiciary is on:

- A. human development [1] [2] [3] [4] [5]
- B. acquiring new resources; creating new challenges [1] [2] [3] [4] [5]
- C. competitive actions and achievement [1] [2] [3] [4] [5]
- D. permanence and stability; efficiency and control [1] [2] [3] [4] [5]

4) What is your perception about cohesiveness in the Judiciary? Is it -

- A. loyalty and mutual trust [1] [2] [3] [4] [5]
- B. commitment to development [1] [2] [3] [4] [5]
- C. Aggressiveness and achievement [1] [2] [3] [4] [5]
- D. Formal Rules and Policies [1] [2] [3] [4] [5]

5) The criteria of success in the Judiciary, in your perception, is based on:

- A. Development of human resources [1] [2] [3] [4] [5]
- B. Level of innovativeness [1] [2] [3] [4] [5]
- C. Competitive market leadership [1] [2] [3] [4] [5]
- D. Level of efficiency [1] [2] [3] [4] [5]

6) What is your perception on the current Judiciary leadership? Current Leadership -

- A. Mentors facilitates and nurtures the employees [1] [2] [3] [4] [5]
- B. Is entrepreneurial, innovative and risk taking [1] [2] [3] [4] [5]
- C. Is a no-nonsense, aggressive, results oriented [1] [2] [3] [4] [5]
- D. Coordinates, organizes or smooth running [1] [2] [3] [4] [5]

7) Have you had trouble introducing change in the Judiciary?

Yes [ ] No [ ]

If yes, what do you think was the cause?

.....  
.....  
**SECTION C: MOTIVATING FACTORS**

**8) Job Characteristics**

*Please circle (O) in the appropriate number indicated in each row*

- |  |   |   |   |   |   |
|--|---|---|---|---|---|
| 1. Does your job offer any challenge?  | 1 | 2 | 3 | 4 | 5 |
| 2. Does your job allow you to make important decisions?                                    | 1 | 2 | 3 | 4 | 5 |
| 3. Does your job give you a chance to develop personally?                                  | 1 | 2 | 3 | 4 | 5 |
| 4. Do you feel that your job gives you a greater<br>responsibility to be loyal             | 1 | 2 | 3 | 4 | 5 |
| 5. Does your job give greater responsibility to be the<br>Best worker in the organization? | 1 | 2 | 3 | 4 | 5 |
| 6. My job allows me to work in a team  | 1 | 2 | 3 | 4 | 5 |
| 7. My job often allows creativity and innovation   | 1 | 2 | 3 | 4 | 5 |
| 8. My job provides constant opportunities for learning                                     | 1 | 2 | 3 | 4 | 5 |
| 9. My job allows me to use my abilities to the fullest                                     | 1 | 2 | 3 | 4 | 5 |
| 10. My job often affords me a chance to develop<br>Personally                              | 1 | 2 | 3 | 4 | 5 |
| 11. I am always given a chance to influence decisions<br>Affecting my work                 | 1 | 2 | 3 | 4 | 5 |

**9) Other factors paralegal staff deemed as motivating**

*Please circle (O) the appropriate answer.*

**Rating:** [1] *No effect* [2] *Not at all important* [3] *moderate* [4] *Moderately important*  
 [5] *Most important*

1. Pay	1	2	3	4	5
2. Work environment	1	2	3	4	5
3. Friendly co-workers	1	2	3	4	5
4. Free time (offs and holidays)	1	2	3	4	5
5. Training	1	2	3	4	5
6. Supervision method	1	2	3	4	5
7. Recognition of work	1	2	3	4	5
8. Promotion and growth	1	2	3	4	5
9. Staff welfare issues (e.g. staff union)	1	2	3	4	5

**15)** Any other element or comment? Please specify

.....

.....

.....

**THANK YOU FOR YOUR SUPPORT**