

**FACTORS INFLUENCING THE PERFORMANCE OF PUBLIC
SERVANTS IN KENYA: A CASE OF MACHAKOS COUNTY**

SCHOLARSTICAH MUENI MBOI

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Requirement for the Award of A Master of Arts Degree in Project
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DECLARATION

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

Signature

Date

SCHOLARSTICAH MUENI MBOI

REG. NO. L50/70169/2013

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

Signature

Date

MR. NEBART AVUTSWA

DEPARTMENT OF EDUCATIONAL (EXTRA-MURAL) STUDIES,

UNIVERSITY OF NAIROBI.

DEDICATION

I dedicate this project to my dear spouse David Kitavi, my son Elvis Muuo, my mum Peninah Twili and my sisters Josephine, Pauline and Winfred.

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The first person I would like to thank is my supervisor Mr. Nebert Avutswa for his constant invaluable guidance, support and encouragement that helped me in all time of research and writing of this project. I really appreciate his intellectual capabilities and constructive criticisms. My sincere gratitude to Mr. Joseph Mulwa, Extra mural center coordinator, Machakos. Special thanks also go to my colleagues both in school and at work for the moral as well as intellectual support that they offered me during the writing of this project. Above all I would like to thank God for the gift of life which made all this work possible.

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ABBREVIATIONS AND ACRONYMS

GDP	- Gross Domestic Product
HRM	- Human Resource Management
ICT	- Information and Communication Technology
JIT	- Just In Time
KIPPRA	- Kenya Institute of Policy Research and Analysis
SPSS	- Statistical Package for Social Sciences
TQM	- Total Quality Management
US	- United States

ABSTRACT

The study investigated the factors influencing the performance of public servants, in Machakos County. The legitimacy of any public service draws its breath from the capacity of responding to the needs of citizens in a way that is economically efficient. An emerging consensus among public sector experts is that in as much as public sector performance involves efficiency and outputs, it also involves the effectiveness of outcomes. The two major questions which are under consideration when it comes to public sector performance include: are citizens getting what they need and in what optimal way are public sector organizations using the resources under their disposal. The study was guided by the following objectives: to determine the impact of management practices on the performance of public servants, to assess the influence of work environment on the performance of public servants, to explore the influence of equipment and tools on the performance of public servants and finally to establish the influence of motivation on the performance of public servants. The research design used for the study was descriptive survey research. The target population was 1000 public servants working in the county government of Machakos. Through stratified random sampling, the study selected 10% of the study population which is 100 respondents who were issued with questionnaires for data collection. Afterwards the data was analyzed using SPSS Version 20 and results presented in form of tables, figures and charts. Work performance among civil servants stands at the center of meeting the economic and developmental goals of a nation or state thus factors such as management, morale, resources and motivation among civil servants in state owned corporations or organizations should be treated as an important factor just like any other. The management in an organization should be visionary and ambitious thus ensuring that the various structures of management that are put in place will ensure performance at optimal levels and also the people in the management level are rightly qualified for the job. The motivation of employees should be an important job for the organizations and that every incentive possible should be used to ensure that the morale of workers is kept at peak always. The study recommends that work performance among civil servants should be given the seriousness it deserves by the management and also the factors that affect it; the management should dedicate enough resources in terms of time and finances to ensure optimal performance.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Performance as a concept is objective and can be looked at as the ratio resulting from output volume and the volume of input. In other terms it is stated as the measurement given on how efficiently production inputs such as capital, land and labor are put into use in an economy to produce a given output. Performance is one of the major and significant sources of economic growth and competitiveness there by making it a statistical reference point for comparisons and also a productivity assessment tool. A good example is that of data about performance during a certain period of time which can be used to assess the impact of labor regulations on the economic productivity. Trend that result out of monitoring performance are of significance to analysts in that they are used in the gauging of the position of an economy or business and the determination of capacity utilization which in the long run impact the business cycle (Coelli, 2005).

According to (Mahadevan, 2007), performance can be measured in different forms and is dependent upon the purpose of the performance measurement or data available. The most popularly used performance measurement is the Gross Domestic Product (GDP) which captures not only the labor output but also the inputs; GDP is also known to capture the whole economy unless otherwise stated. It should be noted that GDP as a performance indicator, can be used while making international comparisons and also over long period of time used to determine trends and how stable an economy is. Performance is also generic to an organization whether public or private. Measurement can be made depending on the goods or services that an organization is involved in giving to a specific group of consumers. An example being, an organization that is involved in customer service can count its performance on the number of customers that are served in the most efficient shortest time possible while an organization that is involved in the production of a commodity can count its performance on the number of units produced per minute, day or hour (Barðdal, 2008).

Performance is also viewed as the overall measure of the ability to produce a good or service which can be more specific as the manner in which specific resources are managed to achieve an anticipated outcome which is defined in terms of quantity and quality. Performance can be in form of labor performance, capital performance, machine performance and energy performance thus a performance ratio can be computed for a single operation or organization in general. Performance being objective creates the implication that it can be measured against a standard and as such, performance can be monitored for strategic reasons such as corporate planning and organization improvement and also making comparisons with competitors. Performance measurements can also be used tactically in project control or controlling performance to budget (Frosch, 2011).

Considering the fact that performance is a scientific concept which can receive a logical definition and can be observed empirically argues (Nembhard, 2007), the measurement to it can also receive quantitative terms thus in can be considered a variable. As a relative measure, performance is the actual output of production compared with the actual input of resources measured within a timeframe and against entities that are common. When output increases from a level of input an increase in performance occurs creating the “performance measure” which describes how well the resources of an organization are being used to produce output. Confusion sometimes arises on the difference between performance and efficiency; efficiency is the ratio of time needed in performing a task to a given time that has been predetermined as standard. Work that is unnecessary being done efficiently cannot be termed as productive. Performance can therefore be termed as a measure of effectiveness which is doing the right thing efficiently (Disselkamp, 2013).

Performance measurement can be in three forms: partial factor performance, multifactor performance and total factor performance. Partial factor Performance is actually the definition of performance which is the ratio of total output to a single input. Multifactor performance puts in use more than a single factor for example both labor and capital thus it is the ratio of total output to a subset of inputs. Total factor

performance is measured by combining the effects of all resources used in the production of goods and services (Zhu, Gospel, & Benson, 2013).

On the other hand, workforce performance is the measure of either goods or services that a worker can produce in a stated amount of time. There are various levels through which workforce performance can be measured which are: organization level, process level, industry level or country level. The workforce performance is often referred to as labor performance. The performance of a workforce can be measured in two ways, either in physical terms or price terms Workforce performance can also be classified into two, performance in the private sector and also performance in the public sector. In as much as the factors influencing performance may tend to be universal, the environment offered in the private sector may influence performance in a certain way compared to performance in the public sector with also its environment. Workforce performance being a primary element for success in any organization, knowing the factors that influence its performance is a prerequisite for performance enhancement or improvement. Significant evidence has shown that performance in the public sector has to be at pace with the growing performance increases in the private sector (Nightingale & Holzer, 2007).

1.1.1 Public Sector Performance

The legitimacy of any public service draws its breath from the capacity of responding to the needs of citizens in a way that is economically efficient. An emerging consensus among public sector experts is that in as much as public sector performance involves efficiency and outputs, it also involves the effectiveness of outcomes. The two major questions which are under consideration when it comes to public sector performance include: are citizens getting what they need and in what optimal way are public sector organizations using the resources under their disposal. The public sector most of the time is involved in the creation and delivery of goods and services that may not be needed or preferred by a majority of people but rather what is essential for a certain group of people such as disabled or the elderly (Carrera & Dunleavy, 2013).

Public sector performance around the world has been experiencing a call for improvement in the recent past due to the fact that the sector employs a large number of people and also because the sector receives significant amount of funding from the government as well as the public. Restructuring and reforms in the public sector have been household names in recent times which have been aimed at improving performance and efficiency but from the experience of many public servants, the result has been redundancies, intensification of work and an increase in activities that do not make any material contribution to the delivery of services. The overall result to public workers has not only been more work stress and less job satisfaction but also lower quality service being delivered to citizens (Boyle, 2006).

The Kenyan public sector according to the Kenya Institute of Public Policy and Research and Analysis (KIPPRA) has been experiencing a downward growth since independence and this has been attributed majorly to poor management, corruption and also poor wages to a great extent; redundancies are a major cause of low performance in the sector as well as incompetent and under qualified work force (KIPPRA, 2014).

1.2 Statement of the Problem

Due to growing population in countries around the world, there has been a surge in the demand for public sector goods and service, this in turn, has challenged organizations in the public sector to improve performance. The uncertain current economic climate in the world gives public sector organizations a critical paradox. Tax revenues and other sources for public funding continue to decrease annually makes it paramount for public sector organizations to cut on costs while at the same time ensuring that performance remains optimal. The public sector is and will remain the largest employer in advanced and growing economies yet the irony is that slow performance growth has long made it a drag on the economy. With the existence of empirical evidence how public sector performance growth is slow and downwards, need arises on what steps should be taken to enhance performance in the sector (Carrera & Dunleavy, 2013).

The budgets of many emerging economies are under serious strain and also reduced tax revenues due to the global recession combined with stimulus packages that have been implemented to kick start growth have resulted in two things, higher debt and increased deficits. The problems stated above have resulted in governments grappling with solutions for their current predicaments and these have been proposed cut in government services and increase on taxes. Both measures above are necessary to get a balance in budgets but also there is another factor that needs to be considered and that is raising performance of workers while spending less money. It is necessary to look at the factors influencing performance in order to have a report on the strategies and tactical options available for governments both national and county on how best a work force can be managed to ensure optimal performance at a considerable cost.

1.3 Purpose of the Study

The purpose of the study was to explore the factors influencing the performance of public servants a, case of Machakos County.

1.4 General Objective

This research purposed to study the factors influencing the performance of public servants in Machakos County.

1.4.1 Specific Objectives

1. To determine the influence of management practices on the performance of public servants in Machakos County.
2. To assess the influence of work environment on the performance of public servants in Machakos County.
3. To explore the impact of equipment on the performance of public servants in Machakos County.
4. To establish the influence of work morale on the performance of public servants in Machakos County.

1.5 Research Questions

This research was guided by the following research questions

1. How does management practices impact the performance of public servants in Machakos County?
2. How does work environment affect the performance of public servants in Machakos County?
3. How does availability of equipment influence the performance of public servants in Machakos County?
4. How does motivation influence the performance of public servants in Machakos County?

1.6 Significance of the Study

The existing information on the performance of the public servants and the general attendant issues will be validated and expanded. This will fill in the gaps of knowledge existing. The findings and recommendations of this study are significant to the government more especially Machakos County government. Policy makers will find the findings invaluable for use in policy formulation to ensure efficiency in the organization. The study provided suggestions for further research. In a country that is characterized by general dismal performance of the public servants, the findings of this study will give important insights for the general public information. Tax payers will certainly find the findings quite informative as they agitate for the worth of their money paid in taxes to the government.

1.7 Limitations of the study

The study was limited by financial constraints. The researcher endeavored to maximize use of available resources by reaching for the respondents at their work places, especially where several could be found together. Another limitation was the availability of respondents and the possibility of deliberately distorting information. This was overcome by sensitizing the respondents on the importance of the study and the need for honest responses.

1.8 Delimitation of the Study

The study was delimited to the public servants in Machakos County touching on all the levels of management.

1.9 Assumptions of the study

The researcher proceeded with the following assumptions: the respondents would give honest and timely responses to the questionnaire, the relevant authorities would allow the researcher to conduct the study and employees to participate in the study and the variables under study would remain unchanged throughout the duration of the study.

1.10 Definition of Significant Terms in the study

- **Performance-** the execution of an action or activity aimed at accomplishing something such as a promise or claim by a person or group of people.
- **Public Servant-** an official who works for a government entity or an employee of the county government of Machakos. The employee gains the position either through employment or election and earns their pay from the government coffers.
- **Work Environment-** it is the designated location where a task is to be done or completed such as a place of employment. The physical conditions that surround the place in which work is done.
- **Equipment-** the items that are deemed necessary for a task to be completed or done.
- **Work Morale-** the job satisfaction or outlook that comes with wellbeing of someone in a specific work place. It has a direct effect on performance and one on the key determinants of productivity.

1.11 Organization of the study

The study is organized into chapters one to five; chapter one gives the background of the study, the problem statement, the research objectives and questions, hypothesis and significance of the study. Chapter two gives the literature that was reviewed exploring the theories that underpin the study and also a review of the variables and conceptual frame work. The third chapter contained the methodology of the study covering the research design, target population, sample size and design, validity and reliability of instrument and finally data collection and analysis procedures. Chapter four is analysis, presentation and interpretation of the data on the factors influencing the performance of public servants in Machakos County.

Chapter five dealt with the summary of findings, conclusions and recommendations that were derived from chapter four on data analysis and interpretation.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter was an analytical presentation of literature that was reviewed in relation to the factors affecting the Performance of public servants. More specifically the section looked at literature in relation to the objectives of the study together with theories underpinning the study. A conceptual framework was also derived and also knowledge research gaps were discussed.

2.2 Theoretical Background of Study

According to the Hertzberg's Two-Factor theory which is also known as the dual factor theory, Frederick Herzberg in the 1950s did an analysis on 200 accountants and engineers with an aim of finding out what are their positive and negative feelings about their work. Two factors from the study stood out to be influencing the satisfaction and motivation of the employees thus propelling them to performance. The factors included motivator factors which were considered to lead employees to job satisfaction and make them work harder with examples such as career progression and recognition at work. Hygiene factors were also considered by the theory and were factors that could lead to dissatisfaction and lack of motivation if they are not provided in the life of an employee. Among the examples are the amount of salary, policies that are held by a company, relationship among employees and also with managers and also the benefits that are enjoyed by employees (Griffin, 2007).

The two factors according to the theory work completely independent of each other in that while motivator factors increase, the absence of them did not necessarily cause dissatisfaction among the employees. Likewise on the other hand, the existence of hygiene factors did not appear to increase satisfaction and motivation but their absence causes increase in dissatisfaction. The conclusions of the theory were that to keep a work force happy and productive, effort needs to be made to continually improve the motivator and hygiene factors (DuBrin, 2008).

The hierarchy of needs theory was coined by psychologist Abraham Maslow in 1943 and the backbone of the theory is that the individual's most basic needs must be met first before they can become productive. The hierarchy is considered to have five levels and they include: physiological which are those needs that will allow an individual to survive such as food, water and shelter. Safety factors constitute both personal and financial security as well as health and the well-being of an individual. The third level was love or belonging which entailed need for friendship, relationship and family. Fourth level is esteem which is a need for an individual to have confidence and to feel respected by others. The fifth and final level is self-actualization which is about having the desire to achieve everything possible and also to become the best one can be. According to the theory, all the five level factors have to be at their optimum for one to achieve Performance and also growth (Kreitner, 2006).

The theory of human relations was first advocated by Professor Elton Mayo who argued that the Hawthorne Experiment conducted between the years 1927 and 1932 where aimed at exploring whether there exists a relationship between the physical environment and the performance of employees. The major focus of the study was to look at the impact that illumination had on the productivity at the Western Electric Company based in Chicago in the US. The findings of the study suggested that often times workers act as a group and not as individuals and also the fact that communication is a key determinant of good performance (DuBrin, 2008).

2.3 Factors Influencing Employee Performance

Work force performance being a key indicator in organizational success, thus the knowledge of factors affecting performance is a prerequisite for the improvement of performance in public sector organizations (Researcher, 2014).

Management practices and its influence on employee performance

According to (Stephens, 2010), when the workers in a firm perform well, most of the time it is due to the guidance and mentorship that is offered by the managers that oversee them. A study conducted by Evolv, a data provider that put into use analytics

to study employee retention proved this to be so by comparing the performance of managers and the employees they give direction to on a daily basis. The performance of the employees has discovered to be pegged on the training, development and encouragement that are received from managers. There is no doubt that the performance of any organization is linked to management practices; both the individual and cluster management practices have an effect on performance.

The management has a responsibility in ensuring that performance remains high in an organization either for the sake of the shareholders in the case of a private company or for meeting the needs of the citizens the case of public organizations. Among the key management practices that have an effect on Performance are operations management and human resource management. Operations management has a focus on the manner in which systems are managed including the use of Information and Communication Technology (ICT), Total Quality Management (TQM), Just in Time (JIT) and also lean production while human resource management focuses on the management of people such as recruitment, development and training, empowerment, teamwork, reward systems, performance appraisal and review and target systems (Stephens, 2010).

Recent studies have identified a link between management and performance; there is no common formula that can be used to measure management practices but a multidimensional approach is taken in relation to Performance. Management practices are inherently intangible in nature thus objective form of measurement is a problem and a challenge.

ICT has an implication on the Performance of employees as argued by states (Stephens, 2010) who adds on that in the recent past, due to its continuous growth with enhanced levels of diffusion; the fast growth and development of ICT can be attributed to the idea of swift development in the sector as well as low prices for use and implementation. In ICT studies, the most common hypothesis yield the notion that there is a positive correlation between ICT usage and Performance which empirical studies have proven to be so while others have shown a negative

correlation. When the complementary management practices of an organization are combined with ICT, there results a synergistic effect which can be witnessed in areas such as firm reorganization, innovations, product design or the recruitment of skilled labor (Hempell, 2006).

JIT and TQM are fundamental pillars as management practices that got their inspiration from Japanese production systems that aimed at achieving coherent organizational systems that maximized on speed of product delivery and service quality. JIT is an inventory management strategy that is aimed at improving in-process inventory and its associated costs. TQM is on the other hand, is a customer focused strategy which is aimed at embedding awareness of quality in an organizational processes thus increasing customer satisfaction. JIT/TQM indeed impacts the Performance in organizations either positively or negatively (Kaynak, 2013).

Human Resource Management

An investment on HRM practices can rise and also sustain high Performance among employees; competitive advantage can be achieved through the right policies since through HRM, organizations locate, develop, rare and retain human capital. It needs to be ensured that the cost incurred in HRM practices does not go beyond the perceived benefits. Organizations that systematically train and develop their staff are seen to enjoy the rewards of a productive workforce (Secord, 2003).

(Jackson & Mathis, 2008) state that the development and implementation of economic incentives at all levels of an organization for the purposes of employee benefit is one means through which high performance can be achieved. Constructive feedback on a regular basis is also another means through which performance among workers can be increased since feedback is a foundational management skill; considering that feedback can either be positive or negative, the manner in which it is conveyed will serve as a vital tool for improving or reducing performance among workers.

Work Environment

In a hostile work environment, employees feel insecure about their actions as a result of hostility from management or other co-workers. Such hostility may present itself in the form of harassment and/or discrimination, exploitation (feeling coerced to work more hours or do favors against one's will), blackmailing and threats (Ajala,2012).

Working conditions are considered to be the working environment and all existing circumstances affecting the labor output in the work place which include: job hours, physical aspects, legal aspects and organizational culture; the physical conditions under which employees work is considered to be important for their output. The immediate surrounding that is manipulated by a person for existence is considered as environment; the wrong manipulation of the same environment has an introductory effect of hazards that make the environment unsafe and this stands in the way of performance. The work place can therefore be described as the place in which the worker performs work. An effective workplace is considered to be one in which results can be achieved as expected by the management of an organization. The physical environment of any organization has an effect on the manner in which employees interact, are able to perform tasks and also how they are guided and led. The physical environment being a facet of work environment has a replicating effect on Performance since it revolves around human sense; this is so because the traits of a place or room of meeting for a group of people has a direct effect on the performance and satisfaction levels (Secord, 2003).

The business world of today views the workplace environment as a critical factor that keeps the employees satisfied; the work place today as compared to many years ago is different, diverse and is ever changing. Studies that have been done on work environment have shown that the users of a specific workplace are satisfied with workspace features that are specific. Some of the features that are considered to be of significance include: lighting, ventilation rates, access to natural light and a very beautiful environment. Furniture that is ergonomic has also been noted to have a positive effect on the health hence performance of employees (Jackson & Mathias, 2008).

Light has been noted to have a profound effect on the physical, physiological as well as psychological health of employees and their manner of performance. Ambient features in offices such as lighting, temperature, existence of windows, the flow of free air have an effect on the attitude of employees, their behavior, satisfaction as well as performance. A closed office plan is also another feature that encourages privacy than an open plan office layout. This allows the employees to work in peace and privacy which in the long run ensures more focus and concentration on the task at hand, combining with quietness which keeps them not distracted by what other employees are doing. A private office will offer the employees an opportunity to think and be creative without much interruption. In an open office, noise levels are always very high and sometimes result in stress and demotivation, high levels of distractions together with low privacy levels (Kaynak, 2013).

According to (Hempell, 2006), the development of technology has played a key role in the transformation of the work place environment. The development of communication methods, virtual reality and alternative work patterns. To accommodate other rapid changes in the work place, open office space has been the solace for organizations with the intention of improving performance because the style is deemed to have advantages which include: offering interpersonal assess, flexibility of workplaces and also ease of communication as compared to private offices. According to some studies, open offices are seen to increase performance as compared to close office layout. Open offices creates an egalitarian system that provides for equal working conditions that reduces employee distance and also improves the flow information.

Noise is considered as the leading causes of distraction among employees of any given organization, it reduces performance, causes inaccuracies and increases job related stress; according to a study done on employee performance, work place cuts employee performance by 40% and error is increased by 27%. Effective communication is the key to the cultivation of success and professionalism. When communication is effective, work morale is boosted and chances of errors are reduced; workers complain less and more is able to be done. Confusion is reduced and

time is freed up that would have been used in arguments and offering explanations. The results of effective communication are that the workplace becomes more enjoyable, there is less anxiety among co-workers which results in positive attitude towards work which results in high performance. Noise has a negative effect on the communication levels, frustration levels increases while performance decreases as loudness of noise persists or increases; spoken communication becomes progressively more difficult as noise levels increase (Stephen, 2010).

A lot of work hours are lost if employees in any given organization use work hours to deal with personal money matters; such workers are financially troubled as noted by (Joo, 1998), in his study on how the use of work time to handle personal financial matters has an effect on the measure of performance output. On the other hand workload which is considered as the extent of processing capacity that is put to use during the performance of a task has an interaction with resource supply from the environment and the demands which a task requires. Short term performance can be achieved through increased workload but this has an effect on increasing long term costs and stress among workers and illnesses which may lead to poor judgment and low performance (Griffin, 2007).

Resource Availability (Tools and Equipment) and the influence on performance

Having the right equipment to do the right job is a major determinant of how productive employees can be in an organization. Some employees might not be very skilled inherently or might not be super talented but when provided with the right equipment or resources needed to perform a task, their performance levels go up significantly. Having the best and latest technology has been one of the means through which Performance can be increased (Stephen, 2013). (Komaki, Heinzmann, and Lawson, 1980) Studying on the effect of training on behavioral change and performance it was concluded that the provision of training alone is not a sufficient means of improving and maintaining performance, but should be support with appropriate and adequate tools and equipment. (Van Scotter, Motowidlo and Cross, 2000) in a study on the effects of task performance and contextual performance on systemic rewards, relied on evidence from 2 samples of Air Force mechanics and the

findings validated the hypothesis that contextual performance affects employees' career advancement and rewards over time.

Worker motivation

Morale has been viewed by many as immeasurable, intangible, indefinable and is something based on choice made by a person on whether to have a high morale or not. Very few studies have been able to quantify morale and show a clear and distinct relationship between morale and Performance. When those in management positions identify the morale factors that affecting employees, measures can be taken to mitigate the supposed lack of morale. Among the morale boosters in employees include the need to foster teamwork, coaching, developing others and also instilling motivation intellectually through motivational speakers (DuBrin, 2008).

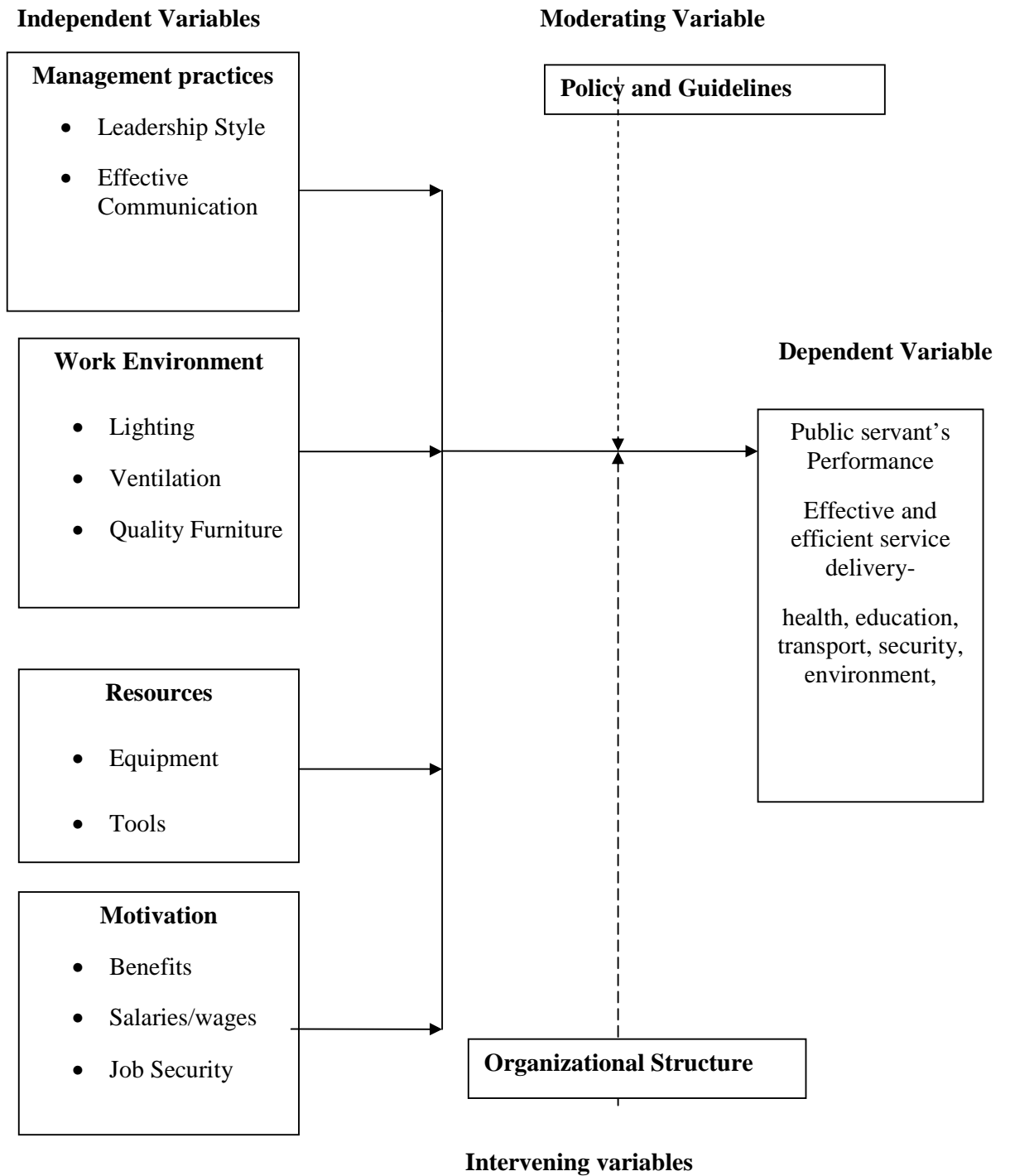
(DuBrin, 2008), further argues that the mainstream media plays a key role in the shaping up of employee morale; a study conducted in the US found out the 80% of the employee who watched and followed the news during the global economic recession had their morale reduced due to fears of either losing their jobs or being retrenched. Job security is considered to be among the key factors that motivates and boosts the morale of employees whether in public or private organizations. When morale in employees is low, the results are personal resentment and survival thus limited creativity and innovation which in the long run affects performance.

(Terence and Bak, 1998) in a study on the problems of productivity and retention of employees and the ways foreign companies attempt to motivate Chinese employees, often relying on practices drawn from concepts which work in the West found out that culture was a factor. The study looked at such Western practices, explaining why they might not work in a Chinese context. Chinese work values and motivation are compared with these approaches and propositions advanced to indicate how Chinese employees may be motivated. (Milne,2007) in a study on the use of rewards and recognition programmes in knowledge aware organizations, found out that reward and recognition programmes can positively affect motivation, performance and interest within an organization.

2.4 Conceptual Framework

A conceptual framework is very important in any research study being undertaken. The conceptual framework in Figure 1 shows the relationship between the dependent variable and the independent variable. It also shows the expected outcomes from the interaction of the variables. In this study the independent variables are the various objectives that the study intends to achieve while the dependent variable is the topic under study-

Figure 2.1: Conceptual Framework



The management practices adopted by an organization have an effect on the performance of employees. Management is considered as the strings that pull and direct the parapet for the achievement of organizational goals and objectives. On the other hand, the morale that is either retained or lost by employees is a key determinant of how productive they will become; employees that have high morale empirical studies have identified as directly having high performance while workers that are disgruntled have low performance. The work environment has an effect on the physical as well as psychological health of employees implying that favorable and appreciated environment tend to lead to higher Performance as compared to less favorable working environments. Provision of equipment to do the right job improves performance while lack of it reduces performance.

2.5 Research/ Knowledge Gaps

Many studies have been done on the factors that affect the performance of workers in various organizations most of them being private but the empirical data has served mostly to inform rather than quantify and provide identifiable recommendations that will boost performance. Government workers in Africa in contrast to private sector workers have to grapple with issues such as change of regimes and prioritized budgets which may be to their favor or disfavor depending on the institution they work in and this will affect their performance. Empirical evidence is scanty on how management, motivation, resource availability and work environment affect the performance of public servants.

2.6 Chapter Summary

The chapter focuses on the theories underpinning the study; the study went on further to review literature on the factors influencing performance among employees which includes: management, motivation, work environment and resource availability.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter described the procedures that were followed in conducting the study. It outlined the research design, target population, sampling design, sample size, data collection instruments and data analysis methods. It gave the procedures that were undertaken to gather measure and analyze data. It presented in detail the characteristics of subjects and apparatus that the researcher used as well as the procedures that were followed in the whole process of the research.

3.2 Research Design

While Kombo and Tromp refer to the research design as the “glue” that holds all the elements in a research together, Orodho (2003) defines it as a scheme, outline or plan that will be used to generate answers to research problems. It is the conceptual structure within which the research is to be carried out. This study applied descriptive survey research since it describes a phenomenon. By description it means considering such basic questions as what, how, when and where about a given phenomenon. Descriptive research design was used because it deals with clearly defined problems with definite objectives (Kombo & Tromp, 2006). Descriptive research design is a scientific method which involves observing and describing the behavior of subjects without influencing it in any way (Bryman, 2001). Descriptive design involves measurement, classification, analysis, comparison and interpretation of data. Being a descriptive study, the researcher aimed at unveiling the factors influencing the performance of public servants, the case being Machakos County.

3.3 Target Population

According to Mugenda and Mugenda (2003), a population is a complete set of individuals, cases or objects with some common observable characteristics while target population refers to that population to which a researcher wants to generalize the results of a study; the study population consisted of workers from the County Government of Machakos.

Table 3.1: Target Population

Category	Frequency
Top Management	20
Middle Management	40
Supervisors	100
Workers (office personnel and support staff)	840
Total	1000

Source: County Government of Machakos employee data

3.4 Sample Size and Sampling procedure

From the population of 1000 a sample was selected at a fraction of 10% using stratified random sampling. The sample size constituted all the population from the top management, middle management, supervisors and the lower level workers, (Mugenda and Mugenda, 2003).

A sample is a subset of a particular population (Cooper, 2001)). A sample of (100) interviewees was selected using stratified random sampling method to reduce the occurrence of undesired responses and because of ease of data collection, time available and the cost involved in data collection. From the population of 1000 a sample was selected at a fraction of 10%. 83% of the questionnaires were returned. The research adopted stratified random sampling technique which is sampling based on what sample the researcher can have access to and have the right information (Kothari, 2004). Cases of subjects will be therefore handpicked randomly because they are considered informative and possess the required characteristics.

Table 3.2: Sample Size

Category	10% of population	Frequency
Top Management	20	2
Middle Management	40	4
Supervisors	100	10
Workers	840	84
Total	1000	100

3.5 Research Instrument

Data collection is the process of gathering information about a phenomenon using data collection instruments (Sekaran, 2000). Primary data was collected for this study through the use of a questionnaire which had both open ended and close questions. They were dropped and later picked. Generally, questionnaires are advantageous for they provide responses that are gathered in a more standardized form. The reason being, questionnaires are more to the point as compared to interviews that can move away from the topic and talk on other issues. Equally, collection of information by the use of a questionnaire is always easy and quick. Questionnaires can also collect information about a group of individuals for through answering the questions, one can understand the relationship in the groups. A single questionnaire can also serve to answer questions about a group who are put together under the same class. The validity of the questionnaire remains the same even if it is carried by the researcher or by a number of different individuals. Finally, the data collected by the use of questionnaires can be used to make comparisons between other researches.

3.6 Validity and Reliability of Instruments

Mugenda and Mugenda, (1999) defined validity as the accuracy and meaningfulness of inference which are based on the research results. It is the degree to which results from analysis of the data generated by a study actually represent phenomena under study. The questions in the questionnaire were simple, straight forward devoid of any ambiguity. The questions elicited the relevant information for this study. The questionnaires were each tailored for the specific respondents. To further confirm the

validity of the instrument the researcher consulted the supervisor for advice and guidance.

According to Mugenda (2008) reliability is the proportion of variance attributable to the time measurement of a variable and estimates the consistency of such measurement over time from a research instrument. It is a measure of the degree to which a research instrument would yield the same results or data after repeated trials. In order to ensure reliability the researcher issued the questionnaires to the respondents, collect them and check on the responses. This ensured internal consistency of the questionnaire and affirms the responses from the selected sample through a test and retest.

3.7 Data Collection Procedure

The study used a questionnaire as the instrument for data collection where research assistants were used to drop and pick the questionnaires from the respondents after they have been filled. The study also used an interview guide to gather information from the top and middle level management.

3.8 Data Analysis

After administering the questionnaires the researcher had the data converted into numerical codes for statistical analysis. SPSS Version 20 was used for data analysis. Descriptive statistics was computed for all the variables to ensure quality of data. The researcher used descriptive statistics to show distribution relationships between variables under study and proportions in terms of texts, percentages and tables.

In addition, the study conducted a multiple regression analysis so as to determine whether there was relationship among the factors affecting performance among public servants. The factors considered by the study included β (independent variables) and dependent variable is Y.

The regression equation is:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \alpha$$

Where Y is the dependent variable (Performance) β_0 is the regression coefficient, β_1 , β_2 , β_3 , and β_4 are the slopes of the regression equation, X_1 is management, X_2 is morale, X_3 resources, X_4 is work environment while α is an error term normally distributed about a mean of 0 and for purposes of computation, the α is assumed to be 0. The equation was solved by the use of statistical model where SPSS was applied. This generated quantitative report from this analysis which resulted in inferential statistics.

3.9 Ethical Considerations of the Study

Authorization to conduct this study was sought from the National council for science and research, the county government of Machakos and the University of Nairobi. All the respondents were made fully aware of the need for this research and voluntary participation. Assurance was also given that all information gathered would be used strictly for the purpose of this study and would be treated with utmost confidentiality.

3.10 Chapter Summary

The chapter discussed the research methodology that was adopted by the study and included the research design which was descriptive survey design while the target population consisted of workers at the County Government of Machakos County. The sample size chosen was 100 workers. The data collection tool was a questionnaire and the data was analyzed using SPSS version 20 for both descriptive and inferential statistics (Researcher, 2014).

3.11 Operational definition of Variables

Table 3.3 Operational definition of Variables

Objective	Variable	Indicator	Measurement	Tools of Analysis
To investigate the factors influencing the productivity of civil servants: a case of Machakos county	Productivity of Civil servants	-Contribution to national growth, cohesion, integration and unity	Ordinal	-Mean and Standard deviation -Correlation &Regression
To determine the impact of management on	Management	-Leadership style -Human resources management -Operations Management -Effective communication	Interval	-Mean and Standard deviation -Correlation &Regression
To access the influence of work environment on the productivity of civil servants	Work Environment	-Proper Lighting -Ventilation and air circulation -Open or Close office plan -Communication Equipment -Work Hours -Quality of office furniture (chairs &Tables)	Ordinal	Mean and Standard deviation -Correlation &Regression
To explore the outcome of Lack of or availability of equipment and tools on the productivity of civil servants	Resources	-Right Equipment and maintenance -Servicing and maintenance -State of art Equipment -Sufficient Equipment	Ordinal	Mean and Standard deviation -Correlation &Regression
To establish the influence of work morale on	Work Morale	-Benefits (medical, Retirement &leave) -Salaries and wages -Job security -Employee development	Ratios	Mean and Standard deviation -Correlation &Regression

CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

The chapter is a presentation of the data that was analyzed in relation to the factors influencing the performance of public servants a case of Machakos County. The data was collated and then analyzed and the findings are presented in form of tables which depicted frequencies, percentages, means and standard deviations.

4.2 Response Rate

The total sample size targeted by the study was 100 respondents and out of this the study was able to get a response rate of 83 which translates to a percentage of 83%. The non-response rate was at 17%. The good response rate can be attributed to the fact that the researcher used research assistants to collect the data where by the questionnaires were filled and then picked up immediately. The good response rate can also be attributed to the willingness of the respondents to take part in the study.

Table 4. 1: Response Rate

	Frequency	Percentage
Response	83	83
Non-Response	17	17
Total	100	100

4.3 Demographic Information

The section below is a report on the findings with regards to the demographic information of the respondents ranging from gender to duration of time the respondents have worked in the organization, age, gender, marital status and also academic qualification.

Table 4.2: Gender

	Frequency	Percentage
Male	47	57
Female	36	43
Total	83	100

Table 4.2 is a depiction of the gender distribution among the respondents; the highest percentage was on the male gender (57%) while the female gender was 43%. The gender imparity noted can be attributed to the organization employing more men than women which results in the under empowerment of the girl child if that is the case as suggested by the respondents.

Table 4.3: Age Bracket of Respondents

	Frequency	Percentage
Below 20 years	2	2.4
21-30 years	12	14.5
31-40 years	34	41.0
41-50 years	30	36.1
Above 50 years	5	6.0
Total	83	100.0

Table 4.3 is a presentation of the data on the age bracket of the respondents under study and as shown majority (41%) were between the ages 31-40 years followed by those in the age bracket 41-50% (36.1%) while those in the age bracket 21-30 years (14.5%). Above 50 years was 6% and the least percentage was those respondents that were less than 20 years which made up 2.4%.

Table 4. 4: Marital Status

	Frequency	Percentage
Married	54	65.1
Single	12	14.5
Divorced/Separated	10	12.0
Widowed	7	8.4
Total	83	100.0

The marital status was also of interest to the study and as depicted in Table 4.4 above, most of the respondents (65.1%) are married, single (14.5%), divorced or separated (12%) while those widowed were 8.4%.

Table 4.5: Academic Qualification

	Frequency	Percentage
High School	25	30.1
Diploma/ Certificate	33	39.8
Degree	20	24.1
Master's Degree	4	4.8
PhD	1	1.2
Total	83	100.0

Table 4.5 above is a presentation of the highest academic qualification of the respondents who were part of the study, majority (39.8%) were have either diploma or certificates, high school certificates (30.1%), Degree (24.1%), Master's Degree (4.8%) while PhD 1.2%

Table 4.6: Duration as a Civil Servant

	Frequency	Percentage
Less than 5 years	12	14.5
6-10 years	26	31.3
11-15 years	30	36.1
More than 15 years	15	18.1
Total	83	100.0

Table 4.6 above shows the duration of time the respondents have been civil servants and as portrayed, a large number (36.1%) have been civil servants for between 11-15 years followed by those between 6-10 years (31.3%) while those who have been civil servants for more than 15 years formed 18.1%. the least percentage (14.5%) of the respondents have been civil servants for less than 5 years.

4.4 Work Performance

	Mean	STD Deviation
Work performance among public servants is important for economic growth	4.6	0.01
Public servants that are productive experience satisfaction compared to those that are unproductive	4.4	0.02
Work performance among public servants means doing the right task at the right time	4.7	0.00
Work performance among public servants is significant for national cohesion, integration and unity	4.8	0.01
The leadership of an organization plays a significant role determining how productive public servants will be	4.3	0.03

Table 4.7: Work Place Performance

Table 4.7 above shows various statements on work place performance and how the respondents reacted to them. Work performance among public servants is significant for national cohesion, integration and unity had the highest mean of 4.8 (0.01) followed by work performance among public servants means doing the right task at the right time having a mean of 4.7 (0.00) while work performance among public

servants is important for economic growth had a mean of 4.6 (0.01). Public servants that are productive experience satisfaction compared to those that are unproductive had a mean of 4.4 (0.02) and the leadership of an organization plays a significant role determining how productive public servants will be had 4.3 (0.03).

4.5 Organizational Management

Table 4. 8: Impact of Management practice on Performance

	Frequency	Percentage
High	73	88.0
Medium	9	10.8
Low	1	1.2
Total	83	100.0

Table 4.8 above shows the extent of the impact that management has the performance of the respondents and as depicted, high (88%) was the highest followed by medium (10.8%) while low had the least percentage of 1.2%.

Table 4. 9: Management Rating

	Frequency	Percentage
Best	7	8.4
Good	11	13.3
Fair	20	24.1
Poor	45	54.2
Total	83	100.0

Table 4.9 shows the rating of the management from the respondents view on how performance has been impacted. Poor had the highest percentage (54.2%) followed by fair (24.1%). Good had a percentage of 13.3% while best had the least percentage of 8.4%.

Table 4. 10: Effectiveness of Organizational Structure

	Frequency	Percentage
Yes	13	15.7
No	50	60.2
Yes & No	20	24.1
Total	83	100.0

The organizational structure of the county also came under scrutiny in terms of how effective it is in the promotion of the performance of the respondents; No had the highest percentage (60.2%) while Yes and No had 24.1%. Yes had the least percentage (15.7%).

Table 4. 11: Management practice and Performance

	Mean	STD Deviation
Encouragement, training and direction received from those in management positions affects the performance of workers	4.8	0.00
The management practices in the organization will determine whether employees will be productive or not	4.5	0.01
The manner of management of the day to day operations of the organization will determine the performance of workers	4.5	0.02
The manner in which human resource management is conducted in the organization will impact the performance of its workers	4.3	0.03
Effective communication between the management of the organization and its workers in a key determinant of performance	4.8	0.01

Table 4.11 is a presentation of the suggested views of the respondents with regards to the management of the organization. Encouragement, training and direction received from those in management positions affects the performance of workers and effective communication between the management of the organization and its workers in a key determinant of performance had the highest means of 4.8 followed by the management practices in the organization will determine whether employees will be

productive or not and the manner of management of the day to day operations of the organization will determine the performance of workers which also both had means of 4.5. The manner in which human resource management is conducted in the organization will impact the performance of its workers had the least mean of 4.3. From the findings the management lacks clearly defined structures and hierarchy of command. There is minimal appreciation for staff on exemplary performance, added to low or non availability of training opportunities for staff and an in effective communication system. These observations stand out as the possible explanations for the dismal performance of the staff. These findings support (Stephen, 2010) in his conclusion that the performance of any organization is linked to the management practices, and that the lack of proper structures in staff recruitment, deployment, promotion, training and empowerment, reward systems, and performance appraisal lead to dismal performance of staff. The findings further reinforce (Hempell, 2006) when he conclude that synergy, innovative firm reorganizations, product design, and the recruitment of qualified staff all have a big bearing on the staff performance.

From this study, findings further indicate the lack of economic incentives at all levels of the organization for the purposes of employee benefit. This, added to the lack of effective and constructive feedback on a regular basis characterize managerial practice in Machakos county. This observation further reinforces (Jackson and Mathias, 2008) when they concluded that constructive feedback and the development and implementation of economic incentives at all levels of the organization for the benefit of the employees have a significant impact on the staff performance.

4.6 Work Environment and Performance

Table 4. 12: Likeness of Work Environment

	Frequency	Percentage
Yes	23	27.7
No	50	60.2
Yes & No	10	12.0
Total	83	100.0

The respondents were asked on whether they like the environment in which they work in and as shown in Table 4.12, no had the highest percentage of 60.2%, Yes (27.7%) while Yes and No had 12%.

Table 4. 13: Impact of Work Environment on Performance

	Frequency	Percentage
Yes	78	94.0
No	3	3.6
Yes & No	2	2.4
Total	83	100.0

Table 4.13 above shows the impact of the work environment on performance as suggested by the respondents. Yes had the highest percentage of 94% while No and Yes and No had 3.6% and 2.4% respectively.

Table 4. 14: Office Plan and Performance

	Frequency	Percentage
Open office plan (no partitions)	53	63.9
Close Office Plan (Partitioned)	30	36.1
Total	83	100.0

The respondents were asked on which office plan is best fit for high levels of performance among the respondents and as shown in the Table 4.14 above open office plan (no partitions) had the highest percentage of 63.9% while close office plan (partitioned) had a percentage of 36.1%.

Table 4. 15: Working Hours and Performance

	Frequency	Percentage
Yes	78	94.0
No	5	6.0
Total	83	100.0

The respondents were asked on whether the working hours they are subject to affects their performance and as shown in Table 4.15 above, 94% said yes while No was 6%.

Table 4. 16: Work Environment and Performance

	Mean	STD Deviation
Proper lighting in the offices and work place affect the performance of workers	4.3	0.04
The manner in which a work place is ventilated and has access to fresh air will affect the performance of workers	4.4	0.03
The furniture that is in use e.g. tables, chairs and other office facilities depending on their quality will affect work performance	4.6	0.01
The equipment available for office communication (phones, internet, fax, printers) both internally and externally affects performance of workers	4.7	0.01
The working hours set for employees by the organization have an effect on performance	4.5	0.02

Table 4.16 above shows statements on work environment and the impact they have on performance. The equipment available for office communication (phones, internet, fax, printers) both internally and externally affects performance of workers had the highest mean of 4.7 (0.01) followed by the furniture that is in use e.g. tables, chairs and other office facilities depending on their quality will affect work performance having a mean of 4.6 (0.01) while the working hours set for employees by the organization have an effect on performance had a mean of 4.5 (0.02). The manner in which a work place is ventilated and has access to fresh air will affect the performance of workers had a mean of 4.4 (0.03) and proper lighting in the offices and work place affect the performance of workers 4.3 (0.04).

From the study the following findings were made- The staff preferred the open office design as compared with the close type. Staff is exposed to long work hours and minimum flexibility of work schedules to suit personal needs. The staff use non user

friendly furniture and other office furnishings, poor space and ventilation. These are possible explanations for the dismal performance of the staff and the findings agree with (Jackson and Mathias, 2008; Joo, 1998; Kaynak, 2013) concluded from their study that workload size and possible flexibility of schedules tend to foster performance.

4.7 Resources and Performance

The section covered the impact that resources have on the performance of civil servants. Resources were noted to have an impact on the performance of the respondents since they are needed for effective work to be done.

Table 4. 17: Impact of Equipment on Performance

	Frequency	Percentage
Great Extent	64	77.1
Medium Extent	14	16.9
Low Extent	3	3.6
No Extent	2	2.4
Total	83	100.0

Table 4.17 shows the lack of or availability of equipment and the impact it has on the performance of the employees. Great extent had the highest percentage (77.1%) followed by medium extent 16.9%, low extent (3.6%) and finally No extent (2.4%).

Table 4.18: Equipment and Performance

	Mean	STD Deviation
Having the right equipment to do the right job will affect the performance of workers	4.8	0.01
Old equipment/tools need to be replaced with new ones to enhance performance	4.7	0.02
Equipment/tools need to be up to date and of good quality for work performance to be enhanced	4.6	0.03
Equipment and tools need to be enough to meet the needs of the organization and improve on performance	4.8	0.00
Proper servicing and maintenance of equipment is necessary for workers to be productive	4.8	0.01

Table 4.18 above depicts statements on the impact that equipment has on the performance of the respondents. Equipment and tools need to be enough to meet the needs of the organization and improve on performance, proper servicing and maintenance of equipment is necessary for workers to be productive and having the right equipment to do the right job will affect the performance of workers all had means of 4.8 while old equipment/tools need to be replaced with new ones to enhance performance had a mean of 4.7 (0.02) and finally equipment/tools need to be up to date and of good quality for work performance to be enhanced had the least mean of 4.6 (0.03). From the study a majority of the respondents indicated they lacked the appropriate tools and equipment for the varied tasks, and the limited equipment lacked regular repairs and maintenance. These are possible explanations for the dismal performance, supporting the findings and conclusions of (Stephen, 2013). (Komaki, Heinzmann, and Lawson, 1980), who, from varied researches emphasized the importance of appropriate technology for optimal performance.

4.8 Motivation and Performance

The section depicts the impact that motivation has on the performance of the respondents; the morale of the respondents as well as what keeps the respondents motivated to do their work.

Table 4. 19: Current Work Morale

	Frequency	Percentage
High Morale	18	21.7
Low Morale	55	66.3
Neither High nor Low	10	12.0
Total	83	100.0

Table 4.19 shows the current work morale of the respondents under study, low morale had the highest percentage (66.3%) while high morale had 21.7%, either high nor low had the least percentage of 12%.

Table 4.20: Morale and Performance

	Mean	STD Deviation
Salary, wages and overtime payments and key determinants of the morale of workers	4.5	0.03
The benefits such as medical insurance, retirement benefits and work leaves affect the morale of workers	4.7	0.02
Job security has an effect on the morale of workers which in the long run affects their performance	4.8	0.01
The development of workers through training, teambuilding and motivation affect their morale	4.4	0.00
The manner in which the management responds to either queries or complaints from employees affects morale	4.8	0.01

Table 4.20 above shows the impact of the level of morale on the performance of the respondents; job security has an effect on the morale of workers which in the long run affects their performance and the manner in which the management responds to either queries or complaints from employees affects morale both had means of 4.8 while the benefits such as medical insurance, retirement benefits and work leaves affect the morale of workers had means of 4.7. Salary, wages and overtime payments and key determinants of the morale of workers while the development of workers through training, teambuilding and motivation affect their morale had the least mean of 4.4. From the study the employees of the county government of Machakos have low motivation, with majority attributing this to job insecurity, non commensurate monetary compensation and the lack of incentives like medical and social schemes. The findings agree with (Terence and Bak, 1998) when they concluded from their study that reward and recognition programs can positively influence staff motivation. The present study findings go beyond (DuBrin, 2008) wherein from his study he concluded that job security and reduced fears on supervisor- junior tensions positively influence staff motivation. The present study has disbundled the concept of staff motivation into components of basics like food, shelter, cloth (Maslow, 19--), which can be addressed through payment of salaries and wages. Further the present study has identified staff training and promotions as means of social mobility and found out that these have important influence on staff motivation.

4.9 Regression Analysis

This section was dedicated to inferential statistics to show the relationship that exists between the dependent and the independent variables

Regression Analysis

Regression analysis to determine the influence of management, morale, resources and work environment on the performance of civil servants in Machakos County; the regression equation was:

$$SI = \beta_0 + \beta_1 \text{ management} + \beta_2 \text{ morale} + \beta_3 \text{ resources} + \beta_4 \text{ work environment} + \varepsilon$$

Whereby β_0 is the regression constant, β_1 - β_5 are regression coefficients and ε is the regression model error term which indicates its significance.

Table 4.21: Model of Goodness of Fit

R	R Square	Adjusted R Square	Std. Error of the Estimate	the Durbin-Watson
.851 ^a	.724	.692	.23484	2.169

a. Predictors: (Constant), management, morale, resources and work environment

b. Dependent Variable: performance of civil servants

The study used the table above to establish whether performance of civil servants has a linear dependence on the independent variables. The study established a correlation value of 0.901. This depicts a very good linear dependence between dependent and independent variables. An R-square value of 0.722 was established and adjusted to 0.698. The coefficient of determination depicts that management, morale, resources and work environment brings about 72.2% performance of civil servants; 27.8% of variations are brought about by factors not captured in the objectives. Durbin Watson value of 2.169 was established illustrating lack of autocorrelation in the model residuals.

Table 4. 22: Regression Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t/score	Sig.
	B	Std. Error	Beta		
(Constant)	1.448	.560		2.584	.513
Management	.191	.058	.313	3.329	.002
Morale	.466	.123	.312	3.779	.024
Resources	.233	.077	-.322	-3.016	.004
Work Environment	.181	.296	-.369	-3.569	.002

a. Dependent Variable: Performance of civil servants

The regression equation becomes:

$$\text{Performance of civil servants} = 1.448 + 0.191X_1 + 0.466X_2 + 0.233X_3 + 0.181X_4$$

p<0.003

From the above regression model, when the management, morale, resources and work environment have null value; performance of civil servants would be 1.448. Holding other factors constant, a unit increase in management would yield a 0.191 increase in the performance. A unit increase in morale would yield a 0.466 increase in performance; a unit increase in resources would yield a 0.233 increase in performance while also a unit increase in work environment would yield a 0.333 increase in performance.

4.10 Discussion of Findings

This section is a discussion of the findings and a comparison and contrasting is done with the literature that was reviewed in chapter two to depict how practical the findings are in relation to the empirical evidence that has been gathered over the years.

The management together with its structure is an important determinant of how well employees will perform as the study identified in its findings, which agrees with what Stephens (2010) stated; workers in any organization will perform well through the mentorship and guidance of the managers responsible for them. Hempells (2006) states

that the responsibility of maintaining high performance in an organization solely rests with the management which as the study findings indicate, it to a high level of that the management affects how well or bad employees perform.

The work environment according to the study findings is a crucial determinant of work performance when compared with the argument by Kyanak (2013), is in harmony since the conditions that are favorable both physical and psychological will impact the performance of workers especially in the immediate environment in which work is done.

The motivation and morale of the employees in any organization pays a key role in the determination of performance among workers which according to DuBrin (2008), can be intangible and hard to measure but its effects can be identified and noted such as how through and keen workers are to their jobs and to what extent they would go to get the job done. Having the right tools and equipment to get the job done according to Stephens (2013) plays a crucial role in the determination of performance which is confirmed by the findings of the study.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presented the summary of findings, conclusions and recommendations that were derived from chapter four on data analysis and interpretation. The chapter is divided into sections which included the summary of findings, discussion of findings, conclusion, recommendation and areas for further study on the factors influencing the performance of civil servants.

5.2 Summary of Findings

The section is a summary of the findings touching on the various objectives of the study in relation to the findings of the study. Each objective is covered exclusively giving the general view point as per the findings of the data that was collected and analyzed.

The gender imparity (14%) shows that there is still no balance between both genders at the work place and the assumption that can be made out of this is that if any gender feels that they are being discriminated or being favored it might result in poor performance in the long run. Majority of the respondents (77.1%) are above 30 years of age which is an indication suggestively that they are at the peak of their career and performance or underperformance really matters to them as they prepare for the retirement years ahead. Married respondents that have families might either perform well at work or not depending on the stress levels that they experience at home; supportive families tend to push employees to work hard while those that are not supportive push employees to be underperforming. Single respondents tend to give all they have into their work while those that are either divorced or grieving from loss of a loved one tend to be under-performing. Then trend has always been the higher the academic qualification, the highly specialized someone is and as depicted in the study, the least of the respondents have a high school certificate. From the findings (54.2%) of the respondents have worked for the organization for more than 10 years which is a clear indication that they have experience and have worked in the organization long

enough to comment on their performance and how the work environment, morale, management and resources impact of performance.

The significance of work performance among civil servants cannot be understated since the economic growth of any country is dependent upon how productive the working population is. Civil servants who are productive were noted to experience more satisfaction (88%) as compared to those that are not productive. Doing the right task at the right time was considered as being productive while at the same time the leadership in any organization is considered as a significant determinant of performance among civil servants.

The management was considered as an important determinant (88%) of performance among civil servants and also the respondents had an opportunity to rate the current management in relation to the effect it has on performance and the findings show a poor rating (54.2%) contrasted to good which was at 21.7%. The organizational structure in relation to its effectiveness on performance was suggested not to be effective (60.2%) and in general the respondents agreed on the notion that the management practices adopted in the organization will directly affect how the employees will perform.

The respondents were asked on what was their view in relation to the work environment that surrounds them; those that liked the work environment were 27.7% while those that did not like the environment were the majority (60.2%). This is an indication that the work environment is probably not favorable for the job tasks that are conducted by the various respondents. The work environment was also not to be having an important impact on how best the respondents would perform in their work (94%). Majority of the respondents (63.9%) prefer open office plan as compared to close office plan which could be an indication of more transparency and team work. Working hours that the respondents are subjected to was also considered to be a significant factor affecting how they would perform.

The availability of resources such as equipment and the right human resource for specific tasks and jobs plays a key role in determining how well an organization will perform; having equipment would impact performance to a great extent by 77.1%. Equipment needs to be matched to the job description for performance to be enhanced while at the same time wear and tear should be monitored to ensure that equipment is in good condition at all times. The quantity of equipment needs also to meet the demands of the job for performance to be enhanced and also the equipment needs to be up to date to meet the current demands.

Motivation was also an important factor that was considered by the study and what implication it has on performance; the current work morale of the respondents was at a low level (66.3%) which is an indication of lack of motivation. Incentives such as salaries and wages, job security, insurance covers and the response time of the management to queries and complaints were considered as the major factors that determined the performance of the respondents.

5.3 Conclusion

Work performance among civil servants stands at the center of meeting the economic and developmental goals of a nation or state thus factors such as management, morale, resources and motivation among civil servants in state owned corporations or organizations should be treated as an important factor just like any other; when performance is low, any investment that is made towards productivity tends to disappear into thin air.

The management in an organization should be visionary and ambitious thus ensuring that the various structures of management that are put in place will ensure performance at optimal levels and also the people in the management level are rightly qualified for the job. The link between the management and other employees in the organization should be smooth and as welcoming as possible to ensure that performance is constantly maintained at high levels.

The motivation of employees should be an important job for the organizations and that every incentive possible should be used to ensure that the morale of workers is kept at peak always, job security, training to improve skills and insurance covers are noted to be among the factors that keep the motivation of employees high. Have the right equipment in the right quantity for the right job is also a major factor that will boost the performance of workers.

The work environment in any organization should be favorable for work to be done; proper lighting and ventilation are among the key factors for employees who work indoors while also the right office structure that will ensure execution of duties at the best possible manner whether open or closed office structure.

From the regression analysis the p-value is at 0.02 which is less than 0.05 which indicates that there is a relationship between the dependent and the independent variables in the study while also the regression coefficients indicate that a unit increase in any of the independent variables will result in a unit increase in the dependent variable which is performance of workers.

5.4 Recommendations

The study recommends that work performance among civil servants should be given the seriousness it deserves by the management and also the factors that affect it; the management should dedicate enough resources in terms of time and finances to ensure performance otherwise it would be very difficult to account for the goals and objectives that the organization wants to achieve and has not achieved.

The employer should ensure that staff feels comfortable and safe in the workspace, both physically and emotionally. The employer should aware of any employee special needs, and meet these needs as best as possible. Encourage wellness through support for exercise, workplace hygiene and healthy food options. Support employees in their roles as parents or caretakers, and explore family-friendly workplace initiatives such as scheduling flexibility, telecommuting, child-care support and extended maternity/paternity leave. Use rewards and initiatives to encourage engagement and

improvement, and don't forget to make the workplace fun when appropriate. Workplace celebrations and even contests and competitions can bring rewards for all.

Having the right equipment for the right job is also a factor that public organizations should consider for the ensuring of good performance; equipment should be well maintained and be in the best condition to do the right job. The work environment should also be as favorable as possible to ensure that the employees are physically and psychologically ready to perform their duties without hindrances from the environment they work in.

5.5 Areas for Further Study

The study would recommend a research and study on

- The influence of strategic management techniques and the performance of civil servants.
- The influence of modern technology in building and transport and its influence on the performance of civil servants.
- Adoption of new technology in the work places and its influence on the performance of civil servants.
- The influence of intrinsic and extrinsic motivation on performance of civil servants.

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APPENDICES

Appendix I: Letter of Transmittal

UNIVERSITY OF NAIROBI

P. O. BOX 66844-00800,

NAIROBI.

To whom it may concern,

RE: QUESTIONNAIRE FOR RESEARCH PROJECT

I am student at the University of Nairobi undertaking a master's degree in project planning and management, currently I am carrying out a survey on the factors influencing the performance of public servants, a case of Machakos County.

Attached is a questionnaire I am requesting to be filled. All information will be strictly be used for purposes of this research study only but the study findings will be shared with you as a respondent for the sake of follow up purposes.

Your participation and assistance will be highly appreciated.

Yours faithfully,

Scholarsticah Mueni Mboi

Mobile number: 0727577019

Appendix II: Research Questionnaire

Introduction

This questionnaire seeks information on the factors affecting the Performance of public servants in Kenya, a case of Machakos County. All the information you give will be treated with confidentiality and used for academic purposes only and nothing else what so ever. Kindly complete each of the sections in the questionnaire as instructed. Do not indicate your name as the information given is confidential.

SECTION A: DEMOGRAPHIC INFORMATION

Please tick appropriately.

1. Indicate your gender

Male []

Female []

2. Indicate your age bracket

Below 20 years []

21-30 years []

31-40 years []

41-50 years []

Above 50 years []

3. What is your marital status?

Married []

Single []

Divorced/Separated []

Widowed []

4. Highest academic qualification?

High School []

Diploma/ Certificate []

1st Degree []

Master's Degree []

PHD []

5. Which department do you work in.....

6. What is your profession?

7. Duration of time you have been working for Machakos County?

Less than 5 years [] 6-10 years []
 11-15 years [] More than 15 years []

SECTION B: WORK PERFORMANCE

8. Please state the extent to which you agree or disagree on the following statements on work Performance. **(1 is Strongly Disagree, 2 is Disagree, 3 is Neutral, 4 is Agree and 5 is Strongly Agree)**

	1	2	3	4	5
Work performance among public servants is important for economic growth					
Public servants that are productive experience satisfaction compared to those that are unproductive					
Work performance among public servants means doing the right task at the right time					
Work performance among public servants is significant for national cohesion, integration and unity					
The leadership of an organization plays a significant role determining how productive public servants will be					

SECTION D: WORK ENVIRONMENT AND PERFORMANCE

Tick and answer appropriately (the answers you give are strictly confidential)

13. Do you like the environment that you work in?

Yes [] No [] Yes and No []

14. Do you think the environment you work in affects your performance?

Yes [] No [] Yes and No []

15. What office plan do you think is effective to enhance Performance

Open office plan (no partitions) [] Close Office Plan (Partitioned)
[]

16. Do working hours affect Performance

Yes [] No []

17. Please state the extent to which you agree or disagree with the following statements on impact of work environment on Performance. **(1 is Strongly Disagree, 2 is Disagree, 3 is Neutral, 4 is Agree and 5 is Strongly Agree)**

	1	2	3	4	5
Proper lighting in the offices and work place affect the Performance of workers					
The manner in which a work place is ventilated and has access to fresh air will affect the Performance of workers					
The furniture that is in use e.g. tables, chairs and other office facilities depending on their quality will affect work Performance					
The equipment available for office communication (phones, internet, fax, printers) both internally and externally affects Performance of workers					
The working hours set for employees by the organization have an effect on Performance					

SECTION E: RESOURCES AND PERFORMANCE

18. To what extent does availability or lack of tools and equipment affect performance

Great Extent [] Medium Extent [] Low Extent []
 No Extent []

19. Please state the extent to which you agree or disagree with the following statements on impact of availability or lack of tools and equipment on the performance. **(1 is Strongly Disagree, 2 is Disagree, 3 is Neutral, 4 is Agree and 5 is Strongly Agree)**

	1	2	3	4	5
Having the right equipment to do the right job will affect the Performance of workers					
Old equipment/tools need to be replaced with new ones to enhance Performance					
Equipment/tools need to be up to date and of good quality for work Performance to be enhanced					
Equipment and tools need to be enough to meet the needs of the organization and improve on Performance					
Proper servicing and maintenance of equipment is necessary for workers to be productive					

SECTION F: MOTIVATION AND PERFORMANCE

20. What is your current morale extent in the organization?

High Morale [] Low Morale [] Neither High nor Low []

21. Please state the extent to which you agree or disagree with the following statements on the impact of work morale on Performance. **(1 is Strongly Disagree, 2 is Disagree, 3 is Neutral, 4 is Agree and 5 is Strongly Agree)**

	1	2	3	4	5
Salary, wages and overtime payments and key determinants of the morale of workers					
The benefits such as medical insurance, retirement benefits and work leaves affect the morale of workers					
Job security has an effect on the morale of workers which in the long run affects their Performance					
The development of workers through training, teambuilding and motivation affect their morale					
The manner in which the management responds to either queries or complaints from employees affects morale					

22. What do you think should be done to enhance Performance of workers in the county government?

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THANK YOU FOR YOUR TIME AND CONTRIBUTION