UNIVERSITY OF NAIROBI

DEPARTMENT OF SOCIOLOGY AND SOCIAL WORK

EMPLOYEES' PERCEPTIONS OF THE EFFECTS OF MOTIVATION ON SERVICE QUALITY IN THE KENYAN PUBLIC SECTOR: A CASE STUDY OF PUBLIC HEALTH DEPARTMENT OF THIKA MUNICIPALITY

BY

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Research Project Submitted in Partial Fulfillment of the Degree of Master of Arts in Labor Management at the University of Nairobi.
DECLARATION

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

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Date
29 Nov 2012

This research project has been submitted for examination with my approval as university supervisor.

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Date
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November 2012
DEDICATION

To my family and my country
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With the deepest gratitude I wish to thank every person who has come into my life and inspired, touched and illuminated me through their presence.

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# TABLE OF CONTENTS

Declaration................................................................................................................................. i
Dedication.................................................................................................................................... ii
Acknowledgement........................................................................................................................ iii
Table of Contents.......................................................................................................................... iv
List of Tables.................................................................................................................................. vii
Abstract......................................................................................................................................... viii

## CHAPTER ONE: INTRODUCTION..................................................................................1

1.1 Background to the Study...................................................................................................... 1
1.2 Problem Statement............................................................................................................... 5
1.3 Research Questions............................................................................................................. 6
1.4 Study Objectives.................................................................................................................. 6
  1.4.1 Broad Objective................................................................................................... 6
  1.4.2 Specific Objectives.............................................................................................. 7
1.5 Justification of the Study.................................................................................................... 7
1.6 Scope and Limitations of the Study................................................................................... 7

## CHAPTER TWO: LITERATURE REVIEW...................................................................9

2.1 Introduction.......................................................................................................................... 9
2.2 The Concept of Motivation................................................................................................ 9
2.3 Employees as Internal Customers of an Organization.................................................... 11
2.4 Importance of Employee Motivation in an Organization............................................... 13
4.2 Perceived Level of Staff Motivation in Thika Department of Public Health .......... 39

4.3 Main factor Behind the Perceived level of Motivation ............................................. 40

4.4 Length of Service in Years ......................................................................................... 41

4.3 Perceived Effect of Motivation on Service Quality .................................................... 41

4.4 Perceived Level of Service Quality ............................................................................ 42

4.4.1 Causes of the Perceived Low Service Quality ......................................................... 43

4.5 Factors that Influence Employee Motivation .............................................................. 44

4.5.1 Communicating Corporate Strategy ........................................................................ 44

4.5.2 Organizational Environment and Employee Motivation ........................................ 46

4.5.3 Relationship between Co-workers, Motivation and Quality of Services ......... 49

4.5.4 Employee Empowerment and Job Security ......................................................... 50

4.5.5 Relationship between Departments and Motivation of Workers ...................... 52

4.5.6 Training, Monetary Aspects and Motivation ......................................................... 54

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS .. 56

5.1 Summary ....................................................................................................................... 56

5.2 Conclusion .................................................................................................................... 60

5.3 Recommendations ....................................................................................................... 60

5.4 Further Research ......................................................................................................... 61

REFERENCES ..................................................................................................................... 62

APPENDIX 1: EMPLOYEE MOTIVATION QUESTIONNAIRE ........................................ 71

APPENDIX 2: KEY INFORMANT GUIDE ................................................................ 82
### LIST OF TABLES

Table 4.1 Demographic Data of Respondents ................................................................. 38

Table 4.2 Distribution of Respondents' Perceived Level of Motivation ....................... 39

Table 4.3 Main factor Behind the Perceived level of Motivation .................................... 40

Table 4.4 Length of Service in Years ............................................................................. 41

Table 4.5 Perceived effects of motivation on service quality ......................................... 41

Table 4.6 Perceived level of service quality in the department of public health ............ 42

Table 4.7 Effects of understanding long-term strategy of the organization on motivation ................................................................................................................................................... 45

Table 4.8 Organizational Environment and Employee Motivation ............................... 48

Table 4.9 Relationship between Co-workers, Motivation and Quality of Services ....... 50

Table 4.10 Employee Empowerment and Job Security .................................................. 52

Table 4.11 Relationship between Departments and Motivation of Workers .................. 54

Table 4.12 Training, Monetary Aspects and Motivation ................................................. 55
ABSTRACT

All over the world, organizations exist and function in complex and dynamic environments. The dynamic environments require organizations to develop innovative ways of meeting the needs of the time and closing the gap between goals and actual performance. Most important among the measures taken by organizations, is to deliver quality services to their clients. Delivery of quality services is a key determinant of the survival of organizations. However, the level of achievement of organizational goals including delivery of quality services depends on how well the human resource is motivated. This study was an inquiry into employees’ perceptions of the effect of motivation on service quality delivered to the public. The broad objective of the study was to explore the role of motivation on the quality of services provided by the public sector using Thika Municipality Department of Public Health as a case study.

The specific objectives of the study included assessing the perceived levels of staff motivation in the Public Health department of Thika Municipality, investigating the perceived effects of motivation on the quality of services delivered to the public, assessing the perceived service quality, and exploring factors that affect staff motivation in Thika Municipality Department of Public Health

The study used primary data to achieve its objectives. Primary data were obtained through direct interviews with the employees of Thika Municipality Department of Public Health. To enhance the reliability of data, triangulation of both quantitative and qualitative approaches were used. This means that survey questionnaires and interview guides were used to interview respondents and key informants respectively.

Data collected were analyzed using both quantitative and qualitative techniques. The analysis of quantitative data involved use of descriptive statistics in form of percentages.
and frequencies. Content analysis technique was used to analyze qualitative data. The results of the analysis showed that motivation strongly influences the quality of services provided to the customers/clients. The study further revealed that several factors influence the level of motivation among employees. The factors identified include the work environment, tools and technology, relationships between co-workers, support by the management, salaries, and participation in decision-making and training opportunities among others.

The study recommends that management should treat their employees well and fairly because the way employees are treated by the management has a direct impact on the quality of services delivered by the organization. Hence if employees are treated well, they will also treat the customers well. Organizations should also institute training programs for their employees. This should include formal classroom instruction that focuses on job skills and attitudes and the expectations of management, as well as on-the-job training that allows staff to learn about the organization and the work from interaction with co-workers. The management should also allow employees to think independently and participate in decision-making particularly those that most affect them. And finally, management should recognize and offer appropriate rewards to the employees who go an extra mile to provide good services. Similarly, those who work for extra time should be rewarded with appropriate bonuses.
1.1 Background to the Study

Today, organizations world over are considering the delivery of quality service as an essential strategy for success and survival in today’s competitive environment. Noticeably, organizations are more focused towards satisfying the needs of customers more efficiently and effectively (Anderson, 1996). Ozment and Morash (1994) also points out that in effort to meet customer needs, organizations are now more concerned with the quality of services delivered as one of the most influential variables in satisfying their customers.

In spite of the fact that organizations throughout the world are today faced with a host of issues, which may cripple their functionality, efficient delivery of quality public services in Africa and other developing regions has for a long time been hindered by highly centralized government bureaucracies (Mwabu et al, 2001). The realization that centralization of services impedes efficient delivery of services to the public, and the urgent need to achieve high economic growth, reduce income disparities, illiteracy and disease provided the rationale for decentralization of service in most countries in the form of federal states or local authorities.

In Kenya, several efforts have been made to reduce the unnecessary governmental bureaucracies with the view to making service provision to the public more efficient. For example, in Sessional Paper No. 10 of 1965 on African Socialism and its Application to
Planning in Kenya, the Government of Kenya stated that planning was to be extended to the provinces, districts, and local authorities (municipalities) so as to ensure that there is efficiency in each administrative unit (Chitere and Ireri, 2008).

The primary purpose for the creation of local authorities was to render services to the residents. However, the performance of local authorities has gradually declined over the years with poor management of human resources being cited as one of the main causes of inefficient delivery of services.

Lack of responsiveness and diminished quality of services provided by the local authorities has been a source of disquiet, discontent and lack of confidence in them. Consequently, the public has been either reluctant or unwilling to pay taxes to the local authorities on the account that the quality of services rendered is unsatisfactory. This fact has necessitated organizations to device innovative approaches towards meeting the changing and competing demands of the time and to reduce the chasm between the desired goals and the actual performance of the organization. Key among the approaches adopted by the organizations for survival in the ever competitive environment is focus on the effective and efficient management and utilization of the organizational resources.

Survival of organizations further demands that organizations have to provide goods and services that satisfy and retain consumers as loyal customers. Satisfactory delivery of services ensures that customers would be willing to continue consuming the services
provided by the organization while those customers who are dissatisfied would exit and go elsewhere: a move that can easily result to the collapse of the organization.

To attain excellence that is characterized by effective, efficient and quality services, greater focus on developing and improving the human resources is of paramount importance. Organizations are characterized by a broad range of resources that include finance, technology, physical and human capital. The latter is considered the most important factor of production in any given organization (Amstrong, 1992). The importance of human resources can better be viewed as the heartbeat of the organization because it is the human factor that propels the organization towards the direction of meeting not only the organizational goals but also the societal goals in general (Berry, 1994; Osman et al., 2004; Gonring, 2008).

Human capital is a critical factor in the development of the state. This is because human resources constitutes the necessary labor that is vital for producing wealth of nations unlike material resources or capital income which are passive factors of production. However, given the many and varied influences, coupled with the competing demands of attaining organizational goals, pressure on human resource has increased especially as a result of the need for increased efficiency and productivity. Consequently, active management of human resources is emerging as a big challenge. This has become the rationale for institutions and organizations (both public and private) to institute human resource development programmes. This is considered to be the most viable way of
developing and producing competent workforce so that it is possible to bridge the gap between the desired level of organizational performance and the present competences.

Although high levels of competence in an organization play a critical role in the achievement of organizational goals, it can aptly be argued that competence alone is not a sufficient condition: rather other factors must also be taken into account. Most important, it is how well the workforce in the organization is motivated that goals are easily achieved. Hence motivation of the employees is a critical aspect if the organization is determined to achieve its overall goals and objectives.

Sanzotta (1977) argued that individual worker will be able to make a better contribution only if he is motivated. This argument is substantiated by the fact that each employee has a motive for joining a given organization and if those motives, aspirations or goals are not sufficiently met, it has a negative effect on productivity. Hence improved effectiveness, efficiency, productivity, commitment and dedication to work especially in the public sector, depends heavily on motivation which should be an on-going process rather than a one-step activity.

Within the purview of local authorities in Kenya, the capacity for delivery of public services has been declining (Akivanga et al., 1988). This can be attributed to poor motivation; something that is responsible for increased lack of confidence by the public in the quality of services offered by local authorities. The remedy to the situation requires deliberate departure from the conventional service delivery improvement initiatives to
adopting a new paradigm that incorporates the workforce in such initiatives and adequately motivating them to ensure they remain service focused.

1.2 Problem Statement

The growing pressure on organizations to provide quality goods and services and the desire by the organizations to be ISO certified, has compelled managers to turn their focus more on total quality management to improve on service quality provided by their organizations. The basic reason for seeking service quality is based on the recognition that the increase of client/customer satisfaction can contribute significantly to organization performance (Barnes and Cumby, 1995; Berry et al., 1985). It is unarguably recognized that successful companies are those that pay great attention to the quality of their goods and services as well as quality customer service.

According to Carman (1990), the quality of services delivered represents the customers' assessment of the overall services offered by an organization. He points out that this assessment is often based upon perceptions of service encounters. Service encounter denotes person-to-person interactions between a customer/client and an employee of an organization during the service delivery (Mattsson, 1994). Fisk et al., (1994) also argues that the majority of studies focus on the external factors such as customer perceived service quality and marketing. Hence, although the quality of services delivered has been empirically studied, it has only been done from the customer perceptions (Koelemeijer, 1993) and not from the employees' perceptions. In today's circumstances, with limited resources, organizations are faced with disproportionately more objectives, challenges and opportunities. It would therefore be fair to turn attention to internal issues which are
equally important as external issues. Since the ultimate delivery of quality services depends on whether or not the workers of the organization are motivated, an assessment of the perceptions of employees' on the effects of motivation on the service quality provided by an organization remains a crucial research area. Hence the aim of this study is to look into the employees' perceptions of the effects of motivation on the service quality at Thika Municipality Department of Public Health.

1.3 Research Questions

i. What is the perceived level of staff motivation in Thika Municipality Department of Public Health?

ii. What is the employees' perceived effect of motivation on the service quality in Thika Municipality Department of Public Health?

iii. What are the perceptions of employee's about the service quality in Thika Municipality Department of Public Health?

iv. What factors affect staff motivation in Thika Municipality Department of Health?

1.4 Study Objectives

1.4.1 Broad Objective

The broad objective of the study was to explore the perceived implications of motivation on the service quality provided by local authorities in Kenya using Thika Municipality Department of Health as a case in point.
1.4.2 Specific Objectives

i. To assess the perceived level of staff motivation in Thika Municipality Department of Public Health.

ii. To investigate employees' perceptions of the effect of motivation on the service quality in Thika Municipality Department of Public Health.

iii. To analyze employee's perceptions about service quality in Thika Municipality Department of Public Health.

iv. To explore factors affecting staff motivation in Thika Municipality Department of Public Health.

1.5 Justification of the Study

Service quality may be the most central process to the success or failure of an organization. Therefore an investigation into the perceptions of workers on how motivation influences service quality would allow for greater potential and competitive advantage of the organization. In addition, the findings can be utilized to develop specific strategies for enhancing employees' motivation with the view to improving service quality. On the other hand, management need to know what actions it needs to undertake to ensure that it delivers quality services.

1.6 Scope and Limitations of the Study

This study was carried out in Thika Municipality specifically in the Department of Public Health. The study focused only on the perceived level of staff motivation in the department of public health, department of public health employees' perceptions of the effects of motivation on the service quality, and factors affecting employees' motivation.
within the department of public health of Thika municipality. The total population of employees' in the public health department was not very large. Consequently, the selected sample size was also not large enough for making generalizations about other municipalities elsewhere in Kenya; rather the findings can only be applicable to Thika municipality only.
2.1 Introduction

This chapter is a presentation of key thematic issues that govern the study including the conceptualization of motivation, employees as internal customers of the organization, importance of motivation in an organization, and factors affecting employees' motivation. The chapter also includes the description of theoretical framework used to inform the study, the conceptual framework, and lastly the operational definition of variables.

2.2 The Concept of Motivation

Motivation is one of the most important concepts in the fields of organizational behavior and human labor management arguably because it is the key to organizational effectiveness and a predictor of job performance and satisfaction. However, despite being one of the most studied topics in organizational behavior, various scholars define it differently.

The concept “motivation” is derived from a Latin word “movere” which means “to move” (Steers and Porter, 1979). Hence, motivation is basically what moves a person from boredom to interest. Kreitner (1995) define motivation as the psychological process that gives behavior purpose and direction. Islam and Ismail (2008) compare motivation with a steering wheel of a car that directs one's activities. Franco et al., (2002) on the
other hand define motivation as "the willingness to exert and maintain an effort towards organizational goals".

Mitchell (1982) describes motivation as those psychological processes that cause the arousal, direction, and persistence of voluntary activities that are goal oriented. Motivation is also defined as an internal drive to satisfy an unsatisfied need (Higgins, 1994). Similarly, Buford et al., (1995) see motivation as a predisposition to behave in a purposive manner to achieve specific, unmet needs.

Other descriptions see motivation as being the efforts of the individual to direct their energy into completing tasks to the absolute best of their ability, so that they can be successful at work (MacMillan, 2007). Bartol and Martin's (1998) definition is based on the recognition that in order to achieve goals, stimulation, energy, focus and commitment over time are all vital. Robins (1993) also recognizes motivation in terms of effort required to achieve a goal and adds that it is conditioned by the effort's ability to satisfy some individual need.

According to Anderfuhrsen et al., (2010) motivation arises when individuals yearn for optimal satisfaction of certain needs. However, Oluseyi and Ayo (2009) describe motivation as an inner drive or an external inducement to behave in some particular way, typically one that will lead to rewards. It can neither be seen nor measured directly.
Generally, despite the term "motivation" being able to be used in different ways, it refers to any sort of general drive or inclination to do something. Scholars have further categorized motivation as either external (extrinsic) or internal (intrinsic) (Mitchell and Daniels, 2003). Extrinsic motivation refers to the influence on motivation levels from external factors such as salary increment, compliment remarks and status. On the other hand, intrinsic motivation refers to the drive that comes from inside the person such as pride in making differences or professional growth that comes from performing a given task. Intrinsic motivation is the drive that makes people do certain things in the absence of external motivators (Huddy, 1992).

2.3 Employees as Internal Customers of an Organization

In many organizations, delivery of quality services and customer satisfaction ultimately boils down to the clients contact with organization employees. Capable, empowered employees put into practice customer-focused mission statement, quality service delivery and culture into practice.

Customer satisfaction and delivery of quality services has dominated much of the recent literature on service delivery. A client also interchangeably referred to as a customer is a vital and important subject to organizations and businesses. Customer or client refers to those who receive services and products from other personnel or groups of people (Hayes, 1998). Peach (1997) indicates that a customer can be an external or internal customer. The difference between the two is that an internal customer is the worker (employee) in an organization responsible for producing products and receiving materials
or services from other workers in the process of making their own products. An external customer on the other hand is the customer or other organization that uses product or service provided from other organization.

According to Jones and Sasser (1995), to survive in highly competitive markets, organizations need to provide high quality services that satisfy the customers and retain them as loyal customers to the organization. To attain sustained excellence, organizations require internal systems that are well aligned to serve the external customer (Deming, 1986).

Organizational literature views all employees of an organization as internal customers (Maignan, 1996). This suggests that every employee is both a supplier and a customer to other employees within an organization. Therefore, the quality of service delivered to external customer/clients is largely determined by the quality of service that employees provide each other (Cook, 2000). It further suggests that the quality of service provided to employees in an organization often determines the quality of service and how well the external customer is served (Osman, et al., 2004). The fundamental belief is that organizations attempting to deliver quality services to their customers must begin by serving the needs of their employees (Schoorman and Schneider, 1988).

Elsewhere, (Harvir, 2001) points out that in an increasingly competitive economy, organizations need to attract and retain customers to ensure a solid competitive advantage. To achieve this goal, organizations must focus their energy on developing and
sustaining an organizational culture that emphasizes employee well-being as a means to retain their external customers. Gonring (2008) also acknowledges that employees are invaluable assets and are directly linked to the delivery of satisfactory services to the customers.

Lodh (2007) argue that employees will not bother to pay the necessary attention to customers if they do not believe that their organization cares for them. Consequently, when the employees are dissatisfied, relationships with the customers suffer. Customers are much more likely to receive quality services if the providers of those services within the organization have in turn received excellent services from their employers.

2.4 Importance of Employee Motivation in an Organization

Employees are an integral part in the delivery of quality services. They are the bedrock upon which organizational success is achieved. Highly motivated employees possess an awareness of specific goals that must be achieved in certain ways, and they therefore focus their efforts towards achieving such goals (Nel et al., 2001). According to Oluseyi and Ayo (2009), levels of employee performance do not only depend on employee’s actual skills, but also on the level of motivation.

Employee motivation is a critical issue for any organization. For example, productivity and retention of employees are considered as functions of employee motivation (Lord, 2002). Lodh (2007) also point out that much of the new product ideas originate from within the organization rather than coming from the external customers. Hence it is
crucial that the internal customer/employee is cared for, and their views and suggestions given equal priority while making decisions. All employers therefore strive to provide all the necessary requirements and good working conditions as strategy of keeping their employees motivated. Nevertheless, motivation is a complex aspect to manage because employees’ aspirations are not always in congruent with what their employers can provide (Lather and Jain, 2005).

Nevertheless, the rapidly changing nature of organizations has made employee motivation become a more critical issue today than in the past. The globalization of organizations and the shift from the traditional hierarchical structures to decentralized structures along with the trend of downsizing and a shift from permanent employment, have resulted in increased levels of anxiety among employees (Reynolds, 1992). This shift in paradigm has a great impact on a workplace and emphasizes the importance of understanding employee motivation at the work place today more than ever, particularly because motivation affects virtually all the key aspects of the organization including the quality of services provided, job satisfaction, commitment to organizational goals, and job involvement among other factors (Vroom and Deci, 1970). Organizations exist to accomplish certain goals, and motivation is an important and complex aspect of that function. According to Hahn and Kleiner (2002) to get productivity up to an optimal level, it is critical to have a highly motivated workforce.

Morris (1996) points out that employees create customer satisfaction through providing value to the customer. Hence investment on employees is not a futile decision. A number
of scholars have in recent years emphasized the importance of internal service quality (motivation) as one of the key, but also least understood determinants in the provision of quality goods and services (Albrecht, 1990; Berry, 1995). Empirical evidence further indicates that there is a positive relationship between employee motivation and customer satisfaction that includes delivery of quality services (Bowen, 1993; Wiley, 1996). Bowen (1996) and Mohr-Jackson (1991) further indicate that favorable perceptions of an organization’s human resource management practices can significantly be correlated with customer’s perception of quality of the services provided.

Ryan and Schmit (1993) also report that provision of quality services is positively related with employee perception of manageable tasks, lower stress, and opportunities for training and development. Therefore, according to Gilbert (2000), to achieve sustained delivery of quality services and customer support, requires internal systems that are aligned to serve the external customer. Bowen and Johnston (1999) argue that a positive perception by employees of an organization’s approach to business and the climate in which it operates has beneficial effects on external customers’ perception of quality of service. The underlying argument is that if employees cannot operate at their maximum efficiency, the level of service is affected and the external customer is also affected.

Gatewood and Riordan (1997) found a strong relationship between customer satisfaction and employee happiness. Happy employees provide better services than unhappy ones. They discovered positive relationships between employee’s attitudes and various measures of customer satisfaction. In their analysis, they evaluated critical employee
attitudes including job satisfaction, job involvement and personal responsibility. Other factors considered in their study included organizational commitment, employee willingness to participate in positive activities to achieve organizational goals, and empowerment of employees to accomplish the activities that result to customer satisfaction. Hence a contribution to, and recognition of employee happiness must be done to promote that relationship (Blanchard and Nelson, 1996). Kurtenbach (2000) see commitment to training and development as a predictor of employee happiness. An extensive understanding and assessment of job satisfaction can in turn build a better foundation for quality service delivery to the customers.

Elsewhere, Adsit and London (1996) discovered a strong positive relationship between customer satisfaction ratings and employees descriptions of their work environment. This suggests that if poor work environments exist, then the final service to the customer will be diminished. Berry (1981) argued that organizations should strive to provide internal products that satisfy the needs of employees whilst simultaneously promoting the aims of the organization itself. According to Bowen and Johnston (1998) the idea is that if management wants employees to deliver outstanding level of service to customers, then they must be prepared to do a great job with their employees. Chasten (1994) views a successful employee service system as a fundamental component of Total Quality Management (TQM).
2.5 Factors Affecting Employee Motivation

Studies have identifies numerous factors that may affect employee motivation. Dodd-McCue and Wright (1996) for instance identified organizational involvement, locus of control and identification with role as some of the factors that affect employee motivation. Bogg and Cooper (1994) on the other hand, identified stress and involvement in decision making as part of the factors that affect employee motivation. Others have examined procedural justice, emotional exhaustion, race and education as affecting workers motivation (Wesolowski and Mossholder, 1997).

Lack of a steady employment or part time employment was found to have a negative impact on the workers motivation by Prause and Dooley (1997). In their study, they discovered that intermittently unemployed workers expressed dissatisfaction with their jobs when compared with the employed and full-year poverty wage workers. They further found out that workers are more likely to feel dissatisfaction with jobs that do not afford continuity. This suggests that someone with a history of unemployment is unlikely to have seniority on the job and may feel less satisfied and less familiar with his or her job.

Wesolowski and Mossholder (1997) examined the interaction relationships between the superiors and subordinates and discovered that subordinates’ perceptions of the interaction affect their attitudes about the job itself. They further discovered that demographic group identity also has an impact on employee motivation because demographic group identity may bias judgements about the fairness of others’ actions.
Wesolowski and Mossholder (1997) highlight concerns of fairness as fundamental to many work-related issues. They argue that procedural justice which is defined as the perceived fairness experienced by employees regarding organizational procedures and policies used to make important work decisions as a very important determinant of employee motivation. They explain that if decision makers are courteous, give feedback and opportunities for self-expression, and discuss decision making procedures with the subordinates, the subordinates are going to be more motivated with their jobs. If managers don't exhibit these types of interpersonal treatment because of demographic variations, there is a greater possibility for subordinates to develop perceptions of unfair treatment.

In a study by Bogg and Cooper (1994) low levels of control, poor management, and low levels of participation in decision making were all found as strong determinants of employee motivation and work satisfaction. Dodd-McCue and Wright (1996) discovered that motivation is enhanced by the value placed on one's professional role and identification with that role, but negatively affected by choosing the job because rewards are extrinsic such as higher pay or promotion as opposed to intrinsic.

According to Chandrasekar (2011), the employee's workplace environment has a major impact on their level of motivation and subsequent performance. Barnard (1997) also says that if organizations want to avoid the intellectual drain caused by the attrition of technically-skilled people, a solution may well be in the design of the work environment.
In appraising workplace environment factors, Chandrasekar (2011) identified several factors that are important in motivating employees. He found out that space and facilities required to do the job have a major impact on motivation. He found out that nearly 68% respondents were motivated with space and facilities provided to do the job. He also identifies relationship with superiors as having an important role in employee motivation. He pointed out that superiors act as advocate for employees, gathering and distributing resources needed by the employees in order to do a good job and providing positive encouragement for a job well done.

Other factors identified in Chandrasekar study are equality of treatment at the workplace. He explains that treating employees equally at the workplace motivates them to do their work with full interest. He found out that nearly 52% respondents agreed that they are motivated since they are treated equally at the workplace. Communication system was also found to impact on employee motivation. It was discovered that a formal communication system at the workplace promotes trust and loyalty among employees and encourages better teamwork and relationships. Other factors examined in the study and found to have an effect on employee motivation are interest in work, opportunity to develop special abilities, adequate information, enough authority, sufficient support and equipment, friendly and helpful co-workers, competent supervision, clearly defined responsibility and good remuneration.
2.6 Ways of Boosting Employee Morale

A research by Lindler (1998) identified the following as ways for boosting employee morale: good working conditions, job security, appreciation, good wages, interesting work, personal loyalty to employees, tactful discipline and promotion and growth in the company. Work can be made interesting by being well designed and goal specific. Money in itself cannot guarantee productivity but it can be linked to increase in performance. According to Herzberg money is only a short term satisfier. Managers can appreciate employees work through feedback, recognition, reward and promotion. The need for appreciation from the managers can be more essential than the need for pay rise for today's employees (Nelson, 2008).

Working conditions determine employee performance and productivity. Instability of employment reflects a change in employers view towards the employment relationship. Loyalty can be done through information and sharing, celebrating success which gives employees a sense of ownership and improve relationship. There should also be tactful discipline to avoid unfair dismissal. Showing interest in employees and their needs can help boost positive relationships. If managers do not know what employees want they also do not know how to improve their morale. Training and development helps in promoting company growth and benefits both employees and the organization.

Glanz (2002) developed the CARE Model that assists managers in motivating and boosting employee morale. The acronym CARE stands for creative communication, atmosphere and appreciation, respect and empathy and enthusiasm. Effective
communication contributes to a healthy and cooperative work environment. Managers must therefore be open and honest in their communication with employees. Appreciation is a major contribution to motivation of employees. Managers should focus on employees as individuals and therefore treat them with respect. Empathy involves caring for employees’ personal needs and providing resources to fulfill these needs. Employs are loyal when this is done and therefore more motivated.

Findings done by Linz, Good and Huddeston (2006) on worker morale in Russia indicate that there is a positive relationship between expected rewards of morale among Russian employees with expected monetary rewards exhibiting a greater influence on morale than expected non monetary rewards. This study also showed a strong correlation between performance assessment and morale as well as attitudes and morale. Managers must constantly access employ needs and understand what they want.

2.7 Theoretical Frameworks

This part provides theoretical frameworks within which this study is based and discusses extensively, various motivation theories.

2.7.1 Hierarchy of Needs Theory

Maslow (1943) is well renowned for proposing the Hierarchy Needs Theory. This theory is a classical depiction of human motivation and it extends our understanding of employee motivation by examining the various motivational factors at the workplace. The main proposition of the theory is that people are motivated by a set of five universal needs that must be fulfilled in hierarchical order in which they influence human behavior.
According to Maslow (1943), physiological needs which include needs such as food and water, shelter and clothing are deemed to be the lowest-level needs in the hierarchy.

The importance of these needs in motivation is that so long as physiological needs are not satisfied, they will exist as a driver or motivating force in a person’s life. This suggests that people will go extra mile to fulfill their felt needs. In work situations, it is these needs that make people to wake up in the morning and report to work with the anticipation that they will earn income that will enable them satisfy their physiological needs.

Assuming that physiological needs are fulfilled, the next higher order need becomes the motivating factor. Thus safety needs become the drivers of human behavior. Safety needs include a desire for security, stability, protection, and freedom from fear and anxiety. In the workplace these needs translate into a need for at least a minimum degree of job security; the belief and knowledge that you cannot lose your job on a whim and that expected levels of effort and productivity will sustain your employment.

Once the safety needs are satisfied, individuals are impelled to seek the next higher order need in the hierarchy. Therefore social needs become the motivators of human behavior. Human beings have an inherent desire to belong and associate. In the workplace, employees seek to satisfy this need by interacting with one’s co-workers and also being able to work collaboratively with colleagues.
After satisfying the social needs, Maslow (1943) argued that the desire to satisfy ego and esteem needs have a motivating effect on the individual. The esteem needs include the desire for self-respect, self-esteem, and esteem of others. When focused from a workplace perspective, these needs would also include the desire for reputation, prestige, status, fame, glory, dominance, recognition, attention, importance and appreciation.

The highest and final need in Maslow’s hierarchy is that of self-actualization. This includes the desire for self-realization, continuous self-development and the process of becoming that entire person is capable of becoming. In the workplace, these needs would translate into the desire for continued training and development, better salaries and adequate allowances.

This theory is relevant for this study in as far as employee motivation is concerned. For example, as far as physiological needs are concerned, the managers should give employees appropriate salaries to purchase the basic necessities of life. This would motivate them to offer their best to the organization. With regard to security needs, the employers should provide workers with job security, safe and clean work environment as well as pleasant retirement benefits. As far as social needs are concerned, management should encourage teamwork and possibly organize social events to motivate the workers. In self-esteem needs, the managers can appreciate and reward employees after accomplishing and surpassing their targets, while in self-actualization needs the management can give employees more challenging tasks in which workers skills and
competencies are fully utilized. Growth opportunities can also be provided to the employees to enable them reach their peak.

2.7.2 Three Factor Theory of Human Motivation
The three factor theory was developed by David Sirota and the key propositions of this theory are most prominently laid out in his 2005 book, *The Enthusiastic Employee*. Sirota (2005) argue that most people start a new job with high levels of motivation and enthusiasm, and that they generally want to enjoy what they do. However, this natural state of motivation is then reduced overtime, by bad practices and poor conditions within an organization.

Siroti’s theory of human motivation is based on three fundamental principles which by extension are relevant to this study. First, the organizational goals should not be in conflict with the workers goals. Second, workers have basic needs that organizations should try to meet. Third, staff enthusiasm is a source of competitive advantage. The theory further points out that there are three primary sets of goals of people at work: equity, achievement and camaraderie. In this theory, Siroti maintains that these three sets of goals are what the overwhelming majority of workers want and that no other goals are nearly as important for the vast majority of workers.

According to this theory, the three factors interact with each other in an interesting way and that employees seek to satisfy the three needs in any employment situation. It further asserts that when all the three needs are met, this produces enthusiasm that is directed toward accomplishing organizational goals as well providing the best services. Hence a
great organization for employees is one that largely meets all of those three needs. The theory further asserts that people and their morale matter tremendously for organizational success, including customer satisfaction. Employee morale is a function of the way an organization is led and that success breeds success; hence the better the individual and organization perform, the greater the employee morale is, which in turn boosts performance and service quality. Three factor theory is also based on the proposition that management practices that matter most boost an employee's sense of equity, achievement and camaraderie.

According to Sirota (2005) the policies and practices that facilitate employee enthusiasm begin with the concept of *equity* — the degree to which people believe their employer treats them with fundamental fairness. When focusing on the treatment of large groups, equity refers to the collective treatment of workers relative to fundamental and generally accepted societal standards. These standards include a “living wage,” adequate non-wage benefits such as medical coverage, sensitivity in handling layoffs, safe working conditions, a reasonable workload and equality of employment opportunity. He further indicates that employees react strongly to loss of security and the lost sense of fair treatment that comes with it in circumstances such as these. The need for people to feel that they are being treated fairly is basic, and nothing is more basic for most people than job security. The impact of people feeling that they are not being treated equitably in this respect can be strongly negative on the organization.
In respect to achievement, Sirota believes people have a strong need to do something that matters and to do it well. Achievement gives workers a sense of fulfillment. Hence people want to feel that something was accomplished by virtue of their efforts. On the other hand, workers feel frustrated when they spend their days struggling with faulty equipment.

The Three Factor Theory also argue that people don’t want to come to work to fight. It is therefore important to understand employees’ fundamental desire to work collaboratively — a fundamental goodwill because it is the basis on which teamwork is built after the layers of suspicion and resentment are removed. Although employees derive pleasure from associating with others, such as during breaks, their greatest satisfaction comes from interacting as a team on the job in the service of common performance goals. This is a tremendous source of morale for employees. This theory is important for a study on the perceptions of employee's on the effect of motivation on service quality, because it highlights the fundamental elements that may influence employee's attitudes and perceptions on motivation and service quality in an organization.

### 2.7.3 The Scientific Management Theory

This is another theory adopted by this study to help understand the dynamics between motivation and service quality. This theory was development by Frederick W. Taylor in 1911. He formalized the principles of Scientific Management and developed a set of ideas designed to get employees in manufacturing industries to produce more output. Some of his principles included developing a standard method for performing a task and
train workers to use these methods, providing workers with the proper tools needed to work, selecting employees for specific tasks, and providing wage incentives when output increased.

Taylor stated that the non-incentive wage systems encourage low productivity if the employee will receive the same pay regardless of how much is produced. Taylor's concept of motivation is to institute a system of inequitable pay for workers and a bonus system that involves monetary incentives. This implies that except the basic pay, hard work, dedication, motivation and results are recognized and rewarded. It also includes appreciation which can come in many forms - from a simple encouragement for a job well done, to recognition through programs such as the employee of the month.

In addition, the theory also encourages the establishment of an incentive pay system that provides employees with the opportunity to earn competitive total compensation when performance meets and exceeds goals. The organization pays a bonus on top of employees' basic salaries based on business performance and their individual performance.

According to Taylor, scientific training is one of the most important principles of Scientific Management. Taylor states that each company should train the workers scientifically rather than passively leave them to train themselves. It aims to unearth and cultivate workmen's endowment, let them have the best performance in their work and obtain the highest efficiency.
Scientific Management has for its foundation the firm conviction that the true interests of the organization and employee are one and the same; that prosperity for the employer cannot exist a long term of years unless it is accompanied by prosperity for the employee and vice versa. This theory is therefore applicable to this study because by extension it attempts to explain the dynamics at the work place that may affect workers' motivation and its eventual impact on the service quality.
2.8 Conceptual Framework

**Independent variable**

- Motivation
  - Level of motivation

**Intervening variables**

- Extrinsic rewards
- Salary
- Allowances
- Recognition
- Intrinsic
- Feelings of personal growth
  - Accomplishment
  - Self-respect
  - Self-worth
- Organizational factors and environment
- Communicating corporate strategy
- Relationship between coworkers
- Empowerment and job security
- Relationship between departments

**Dependent variable**

- Perceived quality of services
### 2.9 Operational definition of Variables

#### Study Variables

<table>
<thead>
<tr>
<th>Variable Type</th>
<th>Measured through</th>
<th>Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Independent variable</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>i) Level of worker’s motivation</td>
<td>Highly motivated, motivated and lowly motivated</td>
<td>Respondents’ perception</td>
</tr>
<tr>
<td>ii) Effects of motivation on service quality</td>
<td>Workers’ opinions</td>
<td>Respondents’ degree of disagreement or agreement</td>
</tr>
<tr>
<td>iii) Factors affecting staff motivation</td>
<td>Organizational factors and environment</td>
<td>Respondents’ views</td>
</tr>
<tr>
<td><strong>Dependent variable</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>i) Service quality</td>
<td>Poor quality, neither poor nor high quality, and high quality</td>
<td>Respondents’ opinions</td>
</tr>
</tbody>
</table>
CHAPTER THREE
METHODOLOGY

3.1 Introduction

This chapter presents a brief description of the methods used in this study. It includes a description of the research design, study site, the sampling procedure, type of data, methods of data collection, and data analysis techniques.

3.2 Research Design

The study adopted a survey research design to investigate the effects of motivation on the quality of services delivered to the public by public institutions. Survey design was considered most appropriate because the study relied on opinions provided by the respondents which could only be captured through a survey research design.

3.3 Study area

Thika Municipality is found in Kiambu County and it is sits between the Nairobi County in the West and Murang’a County in the East. The area of Thika enjoys a cool climate an ample rainfall annual rainfall that makes the area very favorable for agricultural activities. It has a hilly terrain with many rivers passing through the district. However, Thika East, Thika West and Ruiru districts are relatively dry areas with little rainfall. These areas have also a relatively flat terrain. Thika, Juja and Ruiru are the major trading centers situated along the Thika superhighway which traverses the larger Thika district. These towns are centrally located and serve as major commercial centers which offer a variety of business opportunities.
The area is also predominantly occupied by small-scale farmers although there are also large scale coffee and tea farming estates. Thika municipality is a major commercial and industrial town. In the past, Thika town used to be known as ‘The Birmingham of Kenya’ and now is a home to heavy industries like textile cloth, footwear, tannery, food processing, motor vehicle assembly and cigarette manufacture. It further hosts over a hundred light industries and has vibrant and fast growing commercial; activities such as trading, housing, insurance, telecommunication, banking and hospitality. These activities have led to the rapid increase in population that depends on the municipality for essential services within Thika town. It is against this backdrop that Thika municipality was purposefully selected as the area of study.

3.4 Unit of Observation
The unit of observation refers to the basic concept in quantitative research that represents the objects that are observed and about which data/information is systematically collected. In this study, the units of observation were the individual employees at Thika Municipality department of public health.

3.5 Unit of Analysis
Unit of analysis is the object or phenomenon about which generalizations are made based on an analysis. Chava et al., (1980) and Schutt (1986) define unit of analysis as “the entity about whom or which the researcher gathers information”. In this study, the unit of analysis was the workers’ perceptions of the effects of motivation on service quality.
3.6 Sampling Procedure

A pilot study was done to locate elements of the study population in the Public Health Department of Thika Municipality. Based on the reconnaissance survey, the total population of workers in the department of public health was identified as comprising 117 employees. However, the officials in the department indicated that it is unlikely that all the 117 workers can be present in any given day. Due to time and resource limitations, the study believed that a sample size slightly more than half of the total population (N=117) was representative. A stratified sampling technique was used to select 60 respondents.

Based on the reconnaissance survey, the workforce was stratified into three sampling units namely; administration, clinics and public health. The administration section at the time of the study consisted of 6 workers while the clinic and public health sections consisted 9 workers and 102 workers respectively. The stratification of the workforce made the stratified sampling procedure more appropriate for this study. To ensure representativeness from each category during the selection of the respondents the following mathematical formula was used to determine the number of respondents to be interviewed from each sampling unit (stratum).

\[ K = \frac{n}{N \times S} \]

Where \( K \) is the sample of respondents from a given category/stratum;

\( n \) is the total number of elements from a given sampling unit

\( N \) is the sum of elements from all the categories

\( S \) is the desired sample size.
Hence the number of respondents to be interviewed from the administration stratum was:

\[
\frac{6}{117} \times 60 = 3
\]

From clinics:

\[
\frac{9}{117} \times 60 = 5
\]

From public health services:

\[
\frac{102}{117} \times 60 = 52
\]

S = 3 + 5 + 52

S = 60

The study also purposefully selected three key informants from the

3.7 Nature and Sources of Data

The data used in this study was largely primary data of both quantitative and qualitative nature. Primary data was collected through direct interviews with the respondents. The bulk of quantitative data was generated by administering survey questionnaires to the respondents while on the other hand qualitative data was generated through in-depth interviews with key informants.

3.8 Methods of Data Collection

Interview method was used to collect data. This was possible through the use of survey questionnaires as the tool of data collection which was administered to the selected respondents. Survey questionnaires were considered suitable for this particular study because the main type of data sought were opinions of the respondents.

Interviews were also conducted on key informants as a way of generating rich data that augments the data collected through survey questionnaires. The key informants included; the Deputy Town Clerk, Human Resource Officer and the Chief Public Health Officer.
3.9 Challenges Encountered In Data Collection

The study encountered some or reluctance and unwillingness of the staff, both in managerial and subordinate levels to participate in the study citing fear of intimidation and victimization for giving information that may portray the municipality negatively. To address this concern, the research participants were assured that anonymity of their identity will be guaranteed. In addition, participation of the respondents was voluntary and the information that was given by those who participated in the study was treated with utmost confidentiality.

3.10 Data Analysis Techniques

The data collected were first checked for completeness and consistency before were processed. Checking was done with the view to detecting any errors and omissions and other possible discrepancies so as to guarantee quality data that would give reliable results. The data were then coded and entered into an SPSS programme for analysis.

Descriptive statistics such as frequency distribution tables and percentages were used to summarize and present quantitative data. The qualitative data on the other hand was analyzed using content analysis technique. The objective was to identify the main themes that emerged from the responses given by the respondents. This involved a number of steps which included identifying the main themes. This was possible by carefully going through the descriptive responses given by the responses to each question in order to understand the meanings they communicate. The second step was to assign codes to the main themes, while the third step involved classifying responses under the main themes.
4.0 Introduction

This chapter presents a detailed description of the field data focusing on the demographic characteristics of the respondents, the perceived level of motivation of the interviewed workers in the department of public health in Thika municipality, the perceptions of the respondents on the effects of motivation on service quality, the participants' perceived level of service quality at Thika department of public health, and factors affecting employee's motivation within the public health department of Thika municipality.

4.1 Demographic Characteristics of the Respondents

Table 4.1 gives descriptive information about the demographic characteristics of the employees of Thika Municipality Department of Public Health. A total of 60 employees were interviewed. With regard to gender distribution of the respondents at Thika Municipality Department of Public Health, the data in Table 4.1 shows a skewed distribution in favor of men. Nearly 32 percent of workers were females while 68 percent were males. In terms of marital status, 25 percent of them were single, 75 percent married while none of them was divorced.

In terms of age distribution, 28 percent of the respondents were between 21 and 30 years, 27 percent between 31 to 40 years, 32 percent between 41 to 50 years, while 13 percent were between 51 to 60 years. These figures show that the municipality prefers relatively younger workers as opposed to workers in their advanced ages who may be less
productive. In terms of level of education, it is interesting to note that the two most important sources of labor for the Public Health Department of Thika Municipality is among those with primary level education and college level qualification. Data in Table 4.1 shows that the majority of the workers constituting 55 percent of the respondents interviewed are college graduates and those with primary education making up the second largest group constituting 40 percent of the total respondents interviewed. Only 1.7 percent and 3.3 percent of the participants have secondary education and university education respectively.

It appears that level of education is a key consideration in recruiting human resource within the municipality. For instance, the reason for having few workers with secondary education compared to more workers with college education could be that those with college education are trained in skills relevant to the municipality while those with secondary education are not. Moreover, the municipality may recruit more workers with primary education as opposed to secondary education for unskilled labor while on the other hand may hire few university graduates in management positions or technical areas.
Table 4.1 Demographic Data of Respondents

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>41</td>
<td>68.3</td>
</tr>
<tr>
<td>Female</td>
<td>19</td>
<td>31.7</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100.0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Age</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>21-30</td>
<td>17</td>
<td>28.3</td>
</tr>
<tr>
<td>31-40</td>
<td>16</td>
<td>26.7</td>
</tr>
<tr>
<td>41-50</td>
<td>19</td>
<td>31.7</td>
</tr>
<tr>
<td>51-60</td>
<td>8</td>
<td>13.3</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100.0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Marital status</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Married</td>
<td>45</td>
<td>75.0</td>
</tr>
<tr>
<td>Single</td>
<td>15</td>
<td>25.0</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100.0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Level of education</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary</td>
<td>24</td>
<td>40.0</td>
</tr>
<tr>
<td>Secondary</td>
<td>1</td>
<td>1.7</td>
</tr>
<tr>
<td>College</td>
<td>33</td>
<td>55.0</td>
</tr>
<tr>
<td>University</td>
<td>2</td>
<td>3.3</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100.0</td>
</tr>
</tbody>
</table>
4.2 Perceived Level of Staff Motivation in Thika Department of Public Health

The first objective of the study was to assess the perceived level of staff motivation in Thika Municipality Department of Public Health. It was therefore pertinent to ask the respondents to rate their perception of motivation within the department. According to Table 4.2, nearly 62 percent of the respondents perceived they were lowly motivated while 33 percent perceived they were motivated and only 5 percent of the respondents felt that they were highly motivated.

Table 4.2 Distribution of Respondents' Perceived Level of Motivation

<table>
<thead>
<tr>
<th>Level of motivation</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Highly motivated</td>
<td>3</td>
<td>5.0</td>
</tr>
<tr>
<td>Motivated</td>
<td>20</td>
<td>33.3</td>
</tr>
<tr>
<td>Lowly motivated</td>
<td>37</td>
<td>61.7</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100.0</td>
</tr>
</tbody>
</table>

The study was also interested in identifying the reason behind every stated perceived level of motivation. It was therefore deemed necessary to ask the respondents to identify the single most important factor that best explains their level of motivation. The responses given for this particular question maintained a similar pattern with that of the perceived level of motivation. Table 4.3 shows that job security was mentioned by 5 percent of the respondents as the factor for them being highly motivated and by 33.3 percent of the respondents as the reason for them being motivated. This finding suggests that security of tenure is an important variable in influencing employees' level of motivation.
Table 4.3 Main factor Behind the Perceived level of Motivation

<table>
<thead>
<tr>
<th>Perceived level of motivation</th>
<th>Reason</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Highly Motivated</td>
<td>Job security</td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td>Motivated</td>
<td>Job security</td>
<td>20</td>
<td>33.3</td>
</tr>
<tr>
<td>Lowly motivated</td>
<td>Lack of fair treatment by the supervisor</td>
<td>37</td>
<td>61.7</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>60</td>
<td>100</td>
</tr>
</tbody>
</table>

The respondents were further asked to indicate their length of service in the department of Public Health. Lengthy of service was used as a proxy for security of tenure. The purpose was to corroborate whether indeed job security had a greater influence on workers’ perception of their level of motivation. The length of service was divided into two categories; the first category being of 15 and below years and the second category of more than 15 years. For the purposes of this study, the second category was deemed enough duration to assure employees of tenure of office. Those who had served for 15 and below years were 63 percent while 37 percent stated that they had served in the municipality for more than 15 years. Interestingly, the descriptive statistics in Table 4.4 closely correspond with earlier finding where cumulatively 38 percent of the respondents attributed their perceived level of motivation to job security. This strongly supports that job security is a strong determinant of motivation in an organization.
Table 4.4 Length of Service in Years

<table>
<thead>
<tr>
<th>Length of service</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>15 and below years</td>
<td>38</td>
<td>63</td>
</tr>
<tr>
<td>Above 15 years</td>
<td>22</td>
<td>37</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100</td>
</tr>
</tbody>
</table>

4.3 Perceived Effect of Motivation on Service Quality

The second objective of the study was to investigate employee's perceptions of the effect of motivation on the service quality. Table 4.5 shows the perceptions of employees about motivation and its influence on the service quality. Most of the respondents strongly agreed that the employees' motivation has an impact on the service quality delivered to the public and this represents 53.3 percent. Another 40 percent agreed while 3.3 percent remained neutral and another 3.3 percent disagreed that employees' motivation has an impact on the quality of services provided. This suggests that efforts toward service quality should among other considerations put into account workers motivation.

Table 4.5 Perceived effects of motivation on service quality

<table>
<thead>
<tr>
<th>Participants' perceptions about the effects of motivation on service quality</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagree</td>
<td>2</td>
<td>3.3</td>
</tr>
<tr>
<td>Neither agree nor disagree</td>
<td>2</td>
<td>3.3</td>
</tr>
<tr>
<td>Agree</td>
<td>24</td>
<td>40.0</td>
</tr>
<tr>
<td>Agree strongly</td>
<td>32</td>
<td>53.3</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100</td>
</tr>
</tbody>
</table>
4.4 Perceived Level of Service Quality

Third objective of the study was to analyze employee's perceptions about service quality in Thika Municipality Department of Public Health and whether they perceived the identified level of service as an outcome of motivation.

The respondents were required to indicate whether they perceived the level of service quality as being high, moderate quality, and low. Table 4.6 shows that only 20 percent of the respondents perceived the service quality as being high, 13.3 percent felt that service quality was moderate while the majority, 66.7 percent felt that the level of service quality was low. Moreover, when asked whether they attributed the level of service quality to motivation, 75 percent agreed and only 25 percent disagreed.

Table 4.6 Perceived level of service quality in the department of public health

<table>
<thead>
<tr>
<th>Participant's perceived level of service quality</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>12</td>
<td>20</td>
</tr>
<tr>
<td>Moderate</td>
<td>8</td>
<td>13.3</td>
</tr>
<tr>
<td>Low</td>
<td>40</td>
<td>66.7</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>60</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Participants' perception of whether the level identified is as a result of motivation</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>45</td>
<td>75</td>
</tr>
<tr>
<td>No</td>
<td>15</td>
<td>25</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>60</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>
4.4.1 Causes of the Perceived Low Service Quality

The results of the perceived level of service quality shows that the majority of the respondents, nearly 67 percent considered the quality of services as being low and another significant number of respondents, 75 percent attributed the identified levels of service quality to motivation. The study sought to confirm the validity of these findings by collecting corroborating information from the key informants.

Specifically, the study sought to know from the key informants their perceived level of workers' motivation and the factors that might be responsible for their degree of motivation. During interviews, key informants were further asked to state the factors that they thought were responsible for the low service quality. In respect to the level of workers' motivation key informants confirmed that indeed, workers were not very motivated while corruption and nepotism and unequal treatment were identified as the main causes for the low service quality within the municipality. One of the key informants had the following to say.

"Most workers here particularly those responsible of cleaning the municipality are not motivated. Most of them are those without a close friend or member of a family in a high position within the municipality to 'fight' for them because they do the most difficult job in the entire municipality. Therefore no one bothers whether they are happy or not. You really don't expect such a person to be happy neither motivated. As a result, there is greater likelihood that they will not be committed to quality service if they cannot get it in the first place"
Another key informant reported the following on factors that contributed to low service quality in the municipality.

"Corruption and nepotism are the main ills that have had a negative contribution in the low level of service quality in this (Thika) municipality. As a result of corruption workers are not provided with the necessary equipment. You can't expect them to deliver exceptionally without proper equipment. Nepotism on the other hand has made it possible for people to be given jobs that they have not even the slightest training on. Such people end up messing around and that's the reason customers complain.

4.5 Factors that Influence Employee Motivation

The fourth objective of the study was to explore factors affecting staff motivation in Thika Municipality Department of Public Health. Some factors motivate and ultimately influence the quality of services that are delivered to the public. The section below shows the responses of the workers at Thika Municipality Department of Public Health on the various factors regarding whether they influence their motivation.

4.5.1 Communicating Corporate Strategy

Communicating corporate strategy is the means that organizations use to carry the vision and mission of the organization to its employees. It is used as a guide for coordinating activities within departments as well as securing the materials and information needed to foster growth in the organization. In Table 4.7, 43.3 percent of the employees interviewed strongly believe that communicating the long-term strategy of the organization has an impact on employees’ motivation. The majority of the respondents constituting 48.3
percent indicated that they agree that communication and understanding of the long-term strategy of the organization has an impact on the level of motivation of staff and this can also have an impact on the quality of services provided. Only 8.3 percent of the respondents felt that it had no effect. This finding was observed by one of the key informants who reported the following:

"Sometimes, there may be a change in the manner a particular service is supposed to be provided. However, the workers may continue with their traditional way of doing things because most of the changes are found in the corporate strategic plan which many workers are not aware of. This eventually affects the quality of services provided"

Table 4.7 Effects of understanding long-term strategy of the organization on motivation

<table>
<thead>
<tr>
<th>Perceptions of participants</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Neither agree nor disagree</td>
<td>5</td>
<td>8.3</td>
</tr>
<tr>
<td>Agree</td>
<td>29</td>
<td>48.3</td>
</tr>
<tr>
<td>Agree strongly</td>
<td>26</td>
<td>43.3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>60</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

45
4.5.2 Organizational Environment and Employee Motivation

The environment in which the employees work is a great source of motivation. It therefore requires that the working environment is conducive and kept clean with the right equipment to do the job. The study sought to elicit the views of employees in the Department of Public Health of Thika Municipality on how their working environment impacted their motivation. Table 4.8 is a summary presentation of views of participants on how these factors influence their ability in providing quality services to their clients. The data in Table 4.8 shows that the majority of the respondent’s 53.3 percent strongly agreed that the cleanliness of the work place affected their level of motivation.

Technology and appropriate tools are also elements of the work environment. Adequate technologies, sufficient and appropriate tools used in organizations are also recognized as motivators that eventually influence the quality of services provided. The respondents were asked to rate their views on whether the technology and tools available for use at their work place has an effect on the level of motivation of workers and the quality of services offered. A majority of the respondents comprising 51.7 percent agreed that it affects their level of motivation, while 40 strongly believed that technology and appropriate tools has an impact on the level of employees’ motivation and the quality of services produced. Only 3.3 percent of the respondents disagreed while 5 percent neither agreed nor disagreed. The importance of having appropriate technology and adequate tools was articulated as follows by one of the key informants.

"I am a supervisor and often am not motivated to do the work assigned to me. The level of technology used here (in the municipality) is obsolete. It does not only affect me as a supervisor
but I believe it has even greater impact to the junior staff. In addition, we do not have enough and appropriate tools for the work we do. We have submitted many requisitions demanding equipment but nothing has come out of them. We are tired and hopeless”

A supportive leader or manager increases employee’s motivation. The kind of leadership style the manager adopts significantly influences the level of motivation within the organization. Supportive managers cultivate good relationships; communicate targets and achievements to the staff, etc. This is why supportive leadership was also identified as a factor of organizational environment that influences motivation and the quality of services. This is evident from the employees responses presented in Table 4.8 where 43.3 percent strongly believed that support of department manager affects their level of motivation, 46.7 percent of the respondents agreed while 5 percent neither agreed nor disagreed and a similar percent of respondents disagreed that support of department manager affects motivation. On supportive leadership, a key informant reported as follows:

“You will receive support from a leader only if you help that leader to achieve his/her individual goals. If you are seen to perform better than others, you become an enemy of leaders because they fear that your good record of performance may be used to elevate you to a leadership position similar to theirs or even take their positions. Therefore the kind of support you get is controlled. This has a great impact on motivation”.

47
Table 4.8 Organizational Environment and Employee Motivation

<table>
<thead>
<tr>
<th>Cleanliness and its effects on motivation</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
<td>28</td>
<td>46.7</td>
</tr>
<tr>
<td>Agree strongly</td>
<td>32</td>
<td>53.3</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100.0</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Tools and technology and their effects on motivation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagree</td>
</tr>
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<td>Neither agree nor disagree</td>
</tr>
<tr>
<td>Agree</td>
</tr>
<tr>
<td>Agree strongly</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Support of department manager and its effects on motivation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagree</td>
</tr>
<tr>
<td>Neither agree nor disagree</td>
</tr>
<tr>
<td>Agree</td>
</tr>
<tr>
<td>Agree strongly</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>
4.5.3 Relationship between Co-workers, Motivation and Quality of Services

Relationships are an important feature of service delivery within organizations and therefore establishing good relationships with work mates can be a great source of motivation that can encourage delivery of quality services. The data in Table 4.9 supports this assertion where 55 percent of the respondents strongly agreed that relationships with colleagues influence their level of motivation. Similarly, 41.7 percent agreed and only 3.3 percent remained neutral. This shows the relative importance of this variable in influencing employees' motivation.

The observation that relationships between co-workers determine the level of motivation, then the relationship between employees and their supervisors must also have a great influence on workers motivation. The data in Table 4.9 provides proof for this where 40 percent of the respondents strongly agreed, 46.7 agreed, 8.3 percent neither nor agreed and 5 percent disagreed. Hence the availability of a workplace that is characterized by co-operation and where workers are valued and wanted is essential for enhancing employees' motivation.
Table 4.9 Relationship between Co-workers, Motivation and Quality of Services

<table>
<thead>
<tr>
<th>Associating with colleagues and its effects on motivation</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Neither agree nor disagree</td>
<td>2</td>
<td>3.3</td>
<td>3.3</td>
<td>3.3</td>
</tr>
<tr>
<td>Agree</td>
<td>25</td>
<td>41.7</td>
<td>41.7</td>
<td>45.0</td>
</tr>
<tr>
<td>Agree strongly</td>
<td>33</td>
<td>55.0</td>
<td>55.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Supervisor’s treatment and its effects on motivation</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagree</td>
<td>3</td>
<td>5.0</td>
<td>5.0</td>
<td>5.0</td>
</tr>
<tr>
<td>Neither agree nor disagree</td>
<td>5</td>
<td>8.3</td>
<td>8.3</td>
<td>13.3</td>
</tr>
<tr>
<td>Agree</td>
<td>28</td>
<td>46.7</td>
<td>46.7</td>
<td>60.0</td>
</tr>
<tr>
<td>Agree strongly</td>
<td>24</td>
<td>40.0</td>
<td>40.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

4.5.4 Employee Empowerment and Job Security

Giving employees the opportunity to participate in decision making can lead to improved service delivery. Allowing employees to think and act autonomously and being innovative can positively influence employees' motivation. Similarly, employees must be empowered to solve easy problems quickly or state how they would resolve more difficult situations. Employees must have the power and tools to make decisions on service delivery because they are closer to the clients and effect change quickly.

From Table 4.10, 35 percent strongly agreed and 50 percent agreed that giving employees enough authority serves as a motivating factor. Those that decided to remain neutral were 6.7 percent while a similar number of respondents and another 1.7 percent said they
disagreed and strongly disagreed respectively. Similarly, participation in decision-making and in applying decisions was reported by the respondents as a determinant of motivation. For example, in Table 4.10, 40 percent of the respondents strongly agreed that participation in decision making influences their motivation, half of them (50 percent) agreed, while only 5 percent neither agreed nor disagreed and those that disagreed and strongly disagreed constituted 8.3 percent and 1.7 percent respectively.

Job security is another important factor that influences employees' motivation. From Table 4.10, it can be seen that the majority 61.7 percent strongly agreed that job security can affect workers' motivation and 38.3 percent stated that they agreed that job security is a determinant of motivation. None of the respondents disagreed. This observation was also supported by views from a key informant, who reported that,

"Some of the workers do jobs here without even the knowledge of when their term ends. Some don't have contracts that they can use to claim benefits in the event they lost their job. This is why you may find some workers are not very enthusiastic of what they do because the longevity of their work is not defined. They are therefore not motivated because of the constant worry of being dismissed any time"
Table 4.10 Employee Empowerment and Job Security

<table>
<thead>
<tr>
<th>Authority to make decisions and its effects on motivation</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagree strongly</td>
<td>1</td>
<td>1.7</td>
</tr>
<tr>
<td>Disagree</td>
<td>4</td>
<td>6.7</td>
</tr>
<tr>
<td>Neither agree nor disagree</td>
<td>4</td>
<td>6.7</td>
</tr>
<tr>
<td>Agree</td>
<td>30</td>
<td>50.0</td>
</tr>
<tr>
<td>Agree strongly</td>
<td>21</td>
<td>35.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>60</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Participation in decision making and its effects on motivation</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagree strongly</td>
<td>1</td>
<td>1.7</td>
</tr>
<tr>
<td>Disagree</td>
<td>5</td>
<td>8.3</td>
</tr>
<tr>
<td>Neither agree nor disagree</td>
<td>3</td>
<td>5.0</td>
</tr>
<tr>
<td>agree</td>
<td>27</td>
<td>45.0</td>
</tr>
<tr>
<td>Agree strongly</td>
<td>24</td>
<td>40.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>60</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Job security and its effects on motivation</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
<td>23</td>
<td>38.3</td>
</tr>
<tr>
<td>Agree strongly</td>
<td>37</td>
<td>61.7</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>60</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

4.5.5 Relationship between Departments and Motivation of Workers

The working environment has also been found to as among the factors explaining employee motivation. The physical environment includes stimulating work surroundings, technical support, good social environment, sociable and pleasant work mates, good relationship with support staff and the general collegial relationships. In this regard, 20 percent of the respondents, as opposed to 13.3 that strongly disagreed, strongly believed
that receiving support from other departments influences their motivation. Also 46.7 percent agreed as opposed to 15 percent of those that disagreed and 5 percent remained neutral.

Attending of a request by other departments can also influence employees' motivation. To determine the effect of this, employees' perceptions were recorded regarding the response of supporting departments. The response can either be immediate or slow. It is evident from Table 4.11 that 21.7 percent and 48.3 percent strongly agreed and agreed respectively as opposed to 15 percent and 6.7 percent that strongly disagreed and agreed in the same order. Only 8.3 percent neither agreed nor disagreed that response from support departments influences the level of workers' motivation.
Table 4.11 Relationship between Departments and Motivation of Workers

<table>
<thead>
<tr>
<th>Support from other departments and its effects on motivation</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagree strongly</td>
<td>8</td>
<td>13.3</td>
</tr>
<tr>
<td>Disagree</td>
<td>9</td>
<td>15.0</td>
</tr>
<tr>
<td>Neither agree nor disagree</td>
<td>3</td>
<td>5.0</td>
</tr>
<tr>
<td>Agree</td>
<td>28</td>
<td>46.7</td>
</tr>
<tr>
<td>Agree strongly</td>
<td>12</td>
<td>20.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>60</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Response of supporting departments and its effects on motivation</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagree strongly</td>
<td>9</td>
<td>15.0</td>
</tr>
<tr>
<td>Disagree</td>
<td>4</td>
<td>6.7</td>
</tr>
<tr>
<td>Neither agree nor disagree</td>
<td>5</td>
<td>8.3</td>
</tr>
<tr>
<td>Agree</td>
<td>29</td>
<td>48.3</td>
</tr>
<tr>
<td>Agree strongly</td>
<td>13</td>
<td>21.7</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>60</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

4.5.6 Training, Monetary Aspects and Motivation
Training and capacity building programs are activities used by organizations to improve employee performance, behavior and motivation. From the data presented in Table 4.12, 46.7 percent strongly believes that training determines their motivation and 36.7 percent agrees to that. Only 5 percent strongly disagreed and another 5 percent disagreed with 6.7 percent remaining neutral. Reward systems are usually used to provide recognition or give an individual or group of employee’s monetary, material or intangible benefits
beyond their regular compensation. With regard to salary and its influence on motivation, 53.3 percent strongly agreed that salary is a motivator. Also 38.3 percent agreed that salary determines their motivation. Only 5 percent disagreed and 3.3 percent chose to remain neutral.

Reward can take many forms and not only salary. It can take the form of allowances. Table 4.12 further indicates that the majority 46.7 strongly agreed and 36.7 percent agreed that allowances influence their motivation as opposed to 5 percent that disagreed and 8.3 percent that neither agreed nor disagreed.

<table>
<thead>
<tr>
<th>Table 4.12 Training, Monetary Aspects and Motivation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Training and its effects on motivation</strong></td>
</tr>
<tr>
<td>Disagree strongly</td>
</tr>
<tr>
<td>Disagree</td>
</tr>
<tr>
<td>Neither agree nor disagree</td>
</tr>
<tr>
<td>Agree</td>
</tr>
<tr>
<td>Agree strongly</td>
</tr>
<tr>
<td><strong>Total</strong></td>
</tr>
<tr>
<td><strong>Salary and its effects on motivation</strong></td>
</tr>
<tr>
<td>Disagree</td>
</tr>
<tr>
<td>Neither agree nor disagree</td>
</tr>
<tr>
<td>Agree</td>
</tr>
<tr>
<td>Agree strongly</td>
</tr>
<tr>
<td><strong>Total</strong></td>
</tr>
<tr>
<td><strong>Allowances and their effects on motivation</strong></td>
</tr>
<tr>
<td>Disagree</td>
</tr>
<tr>
<td>Neither agree nor disagree</td>
</tr>
<tr>
<td>Agree</td>
</tr>
<tr>
<td>Agree strongly</td>
</tr>
<tr>
<td><strong>Total</strong></td>
</tr>
</tbody>
</table>
CHAPTER FIVE
SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary
This study empirically examines the perceived impact of motivation on service quality using data collected from the employees of Thika Municipality Department of Public Health. The study was motivated by two main concerns. First, like many other developing countries and Africa in particular, the service quality delivered by the local authorities in Kenya has been on the decline. Secondly, extensive literature review revealed that many of the studies done focusing on service quality had an external orientation, i.e. they relied more on data from customers without necessarily interacting the consumers' views with those of organization workers. This gap necessitated the need for the study.

This study sought to investigate the employees' perception of effects of motivation on service quality provided by the public sector using Thika Municipality Department of Public Health as a case in point. The objectives of the study included assessing the perceived level of staff motivation in Thika Municipality Department of Public Health; investigating employees' perceptions of the effect motivation on the service quality in Thika Municipality Department of Public Health; analyzing employees' perceptions about service quality in Thika Municipality Department of Public Health; and to explore factors affecting staff motivation in Thika Municipality Department of Public Health.
Extensive literature review was done and based on the trends from the literature a methodology and a questionnaire was developed. The survey research design was adopted in this study because the study relied on opinions from the respondent which could only best be captured using this particular design. Before the actual study, a pilot study was done to locate the elements of the study population in the public health department of Thika municipality. From a total of 117 employees within the public health department, a sample of 60 respondents selected using both stratified and random techniques were interviewed.

Questionnaires were administered to the respondents while interviews were conducted with the key informants. Based on the responses from the respondents, the SPSS data software was used to generate the frequencies and percentages to explain the various variables of the study. The results from the quantitative analysis were corroborated by results of qualitative analysis made on the information provided by the key informants.

Overall, the study found out that majority of the staff believed that motivation has an effect on the service quality delivered to the public. With respect to the perceived level of staff motivation, the majority of the workers interviewed felt that they were lowly motivated. The proportion that felt motivated cited job security as the main factor for motivation while lack of fair treatment by the supervisors was identified as the primary cause of not being motivated.
The study also found out that the length of service was equated with job security. For example those who had worked with the municipality for many years said that they felt motivated while those who had served for a relatively shorter period didn’t feel motivated. With regard to the perceived effect of motivation on service quality, the majority of the respondents were of the view that motivation influenced the quality of services delivered to the public. Only an insignificant proportion felt otherwise. Also, the respondents rated the level of service quality within the public health department of Thika municipality as low.

The majority of the workers attributed low level of service quality to motivation. The study further identified a number of factors contributing to low service quality. The main factors include corruption, nepotism and unfair treatment of lower level workers by their supervisors. It also emerged that various organizational factors influence the level of staff motivation. For this reason, the study showed that to excel in the delivery of quality services, keeping employees highly motivated is vital.

The study also found out that communicating and adequate knowledge of the corporate strategy of the organization by all workers influences the staff motivation and consequently the quality of services provided to their clientele. Hence, it is important for every organization that is keen on the quality of services provided to their customers to closely tie staff motivation to the strategic planning process at all levels of the organization.
Appropriate tools and technology were cited by many respondents as a crucial determinant of motivation. Hence organizations should invest moderate resources in providing the right equipment and acquiring appropriate technology for their staff. It was also revealed that while salaries and wages are important in bolstering staff motivation, adequate allowances also play a critical role in enhancing staff motivation.

Relationships between and among employees and management was also found as a factors that strongly determines employees' motivation. This suggests that relationships should be properly managed with the view to ensure that employees remain highly motivated. Job security was also found to have strong relationship with employees' motivation. Other factors that were found to have an effect on employees' motivation included authority to make or be involved in decision making, a supportive management, the cleanliness of the work environment, and co-operation among employees and the supporting departments.

The respondents suggested some of the ways in which staff motivation can be improved. Some of the ways suggested include paying bonuses for overtime work, salary and wage increment, capacity building and training of staff, providing adequate and appropriate working equipment as well as appropriate technology, promotion and giving study scholarships to the workers.
5.2 Conclusion

Employee motivation and satisfaction is very important in every organization since it strongly affects the quality of services delivered to the public. Based on the study of Thika Municipality Department of Public Health, the following conclusions were made. The first conclusion is that employee motivation determines the quality of services provided to customers. Secondly, improving factors such as technological sufficiency, co-operation and communication, good management approach, guaranteeing job security of the workers, and adequate salaries and allowances among others can significantly increase employees’ motivation and the quality of services delivered. Thirdly, it is absolutely necessary to provide staff with the needed tools, conducive work environment, empower them through training and in decision making, and align departments in such a way that mutual support exists between them.

5.3 Recommendations

Based on the findings of the study, the following recommendations are made.

i) The management should treat their employees well and fairly because the way employees are treated by the management has a direct impact on the quality of services delivered by the organization. Hence if employees are treated well, they will also treat the customers well.

ii) Organizations should institute training programs for their employees. This should include formal classroom instruction that focuses on job skills and attitudes and the expectations of management, as well as on-the-job training that allows staff to learn about the organization and the work from interaction with co-workers.
iii) The management should also allow employees to think independently and participate in decision-making particularly those that most affect them.

iv) The management should also recognize and offer appropriate rewards to the employees who go an extra mile to provide good services. Similarly, those who work for extra time should be rewarded with appropriate bonuses.

5.4 Further Research

The study suggests the need to conduct a comparative study on levels of motivation in the public sector and private sector with the view to having a comprehensive analysis that can be used to formulate policies on labor relations.
REFERENCES


65


Mattsson, Jan (1994), “Improving Service Quality in Person-to-Person Encounters:


APPENDIX 1

EMPLOYEE MOTIVATION QUESTIONNAIRE

I am a student from the University of Nairobi Pursuing Master of Arts in Labor management. This questionnaire is about employees' perception of motivation and its effects on the service quality in the public sector. Please spare little time to complete this questionnaire. Your specific responses will be completely anonymous. However, your views, in combination with those of others, are extremely important. As you fill this questionnaire, you are reminded that there is no right or wrong answers. Nowhere in the questionnaire are you required to provide your name in order to assure greater levels of anonymity.

SECTION A: PERSONAL CHARACTERISTICS OF THE RESPONDENTS

1. What is your sex?
   (a) Male
   (b) Female

2. What is your age in years?
   (a) Under 21
   (b) 21-30
   (c) 31-40
   (d) 41-50
   (e) 50-60
   (f) Above 60

3. What is your marital status?
   (a) Married
   (b) Single
   (c) Divorced

4. What is your highest level of education?
   (a) None
   (b) Primary
   (c) College
   (d) University

5. What is your designation/position in this organization?

6. What is your department?
7. For how long have you been working in this organization?

SECTION B: LEVEL OF STAFF MOTIVATION

8. (a) Using a scale of 1-3 where 1 means highly motivated and 3 lowly motivated, rate your level of motivation in this organization.

   i) Highly motivated
   ii) Motivated
   iii) Lowly motivated

   (b) State the main factor that best explains the level you have identified

   (c) Do you think your length of service has an influence to your level of motivation?

   i) Yes
   ii) No
SECTION C: EMPLOYEES' PERCEPTIONS OF EFFECTS OF MOTIVATION ON SERVICE QUALITY

9. I would like to know your perception about whether motivation at the work place has an effect on the service quality. Using a scale of 1 to 5 where 1 means disagree strongly and five means agree strongly, circle the appropriate response that reflects your perception.

i. Disagree strongly
ii. Disagree
iii. Neither agree nor disagree
iv. Agree
v. Agree strongly

10. What is your perceived service quality in Thika municipality department of public health?

i. High quality
ii. Moderate quality
iii. Low quality

11. Do you attribute the level you have indicated above as a result of motivation?

i. Yes
ii. No
SECTION D: FACTORS AFFECTING EMPLOYEES' MOTIVATION

In this section, I would like to know your opinion on the extent to which you either agree or disagree about the following specific matters on how they affect motivation in your job? (Circle the appropriate response for each item).

12. Understanding the long-term strategy of Thika Municipality Department of Public Health
   i) Disagree strongly
   ii) Disagree
   iii) Neither disagree nor agree
   iv) Agree
   v) Agree strongly

13. Having confidence in the leadership of Thika Municipality Department of Public Health
   i) Disagree strongly
   ii) Disagree
   iii) Neither disagree nor agree
   iv) Agree
   v) Agree strongly
14. Being happy with Thika Municipality Department of Public Health Corporate Communications

i) Disagree strongly
ii) Disagree
iii) Neither disagree nor agree
iv) Agree
v) Agree strongly

15. Adequate tools and technology for the job

i) Disagree strongly
ii) Disagree
iii) Neither disagree nor agree
iv) Agree
v) Agree strongly

16. Cleanliness in the work area

i) Disagree strongly
ii) Disagree
iii) Neither disagree nor agree
iv) Agree
v) Agree strongly
17. Support of department manager
   i) Disagree strongly
   ii) Disagree
   iii) Neither disagree nor agree
   iv) Agree
   v) Agree strongly

18. Communication with my supervisor
   i) Disagree strongly
   ii) Disagree
   iii) Neither disagree nor agree
   iv) Agree
   v) Agree strongly

19. Relationships with colleagues and co-workers
   i) Disagree strongly
   ii) Disagree
   iii) Neither disagree nor agree
   iv) Agree
   v) Agree strongly
20. Authority to make decisions
   i) Disagree strongly
   ii) Disagree
   iii) Neither disagree nor agree
   iv) Agree
   v) Agree strongly

21. Work satisfaction
   i) Disagree strongly
   ii) Disagree
   iii) Neither disagree nor agree
   iv) Agree
   v) Agree strongly

22. Job is security
   i) Disagree strongly
   ii) Disagree
   iii) Neither disagree nor agree
   iv) Agree
   v) Agree strongly
23. **Support from other departments**
   
i) Disagree strongly

ii) Disagree

iii) Neither disagree nor agree

iv) Agree

v) Agree strongly

24. **Response by supporting departments regarding my request**
   
i) Disagree strongly

ii) Disagree

iii) Neither disagree nor agree

iv) Agree

v) Agree strongly

25. **Relationship between other departments**
   
i) Disagree strongly

ii) Disagree

iii) Neither disagree nor agree

iv) Agree

v) Agree strongly
26. **Treatment by the superior**

   i) Disagree strongly
   
   ii) Disagree
   
   iii) Neither disagree nor agree
   
   iv) Agree
   
   v) Agree strongly

27. **Equal treatment of employees by the boss**

   i) Disagree strongly
   
   ii) Disagree
   
   iii) Neither disagree nor agree
   
   iv) Agree
   
   v) Agree strongly

28. **Participation in decision-making**

   i) Disagree strongly
   
   ii) Disagree
   
   iii) Neither disagree nor agree
   
   iv) Agree
   
   v) Agree strongly
29. Training
   i) Disagree strongly
   ii) Disagree
   iii) Neither disagree nor agree
   iv) Agree
   v) Agree strongly

30. Remuneration
   i) Disagree strongly
   ii) Disagree
   iii) Neither disagree nor agree
   iv) Agree
   v) Agree strongly

31. Allowances (e.g. fuel, medical)
   i) Disagree strongly
   ii) Disagree
   iii) Neither disagree nor agree
   iv) Agree
   v) Agree strongly
32. **Are there benefits that you would like to be added to Thika Municipality Department of public Health benefits package?**
   
i. Yes............. What would you like added? .....................................................
   
ii. No..................

33. **What can Thika Department of Public Health do to increase your motivation as an employee?**

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

Please check to ascertain that you have answered all the questions.

Thank you for finding time to fill this questionnaire
APPENDIX 2

KEY INFORMANT GUIDE

I am a student from the University of Nairobi Pursuing Master of Arts in Labor management. This interview guide is about employee motivation and what type of impact it has on the quality of services delivered to the public. You have been selected into this study because of your special role as a manager in this organization. Please spare little time we discuss a few matters on this important matter. Your specific views will be completely anonymous. However, your views, in combination with those of others, are extremely important.

1. What is your designation in this organization?
2. How long have you been working in this organization?
3. What motivates you most in this organization?
4. What don't you like in this organization?
5. Overall, how would you describe the level of employees' motivation in this organization?
6. In your own view, what are some of the factors undermining employee motivation in this department/organization?
7. Are you aware of any incentives in place to help motivate employees in this organization? If yes, what are they?
8. Do you believe that the quality of services provided in this organization/department is affected by the level of employees' motivation?
9. How would you describe the relationship between the superiors and subordinates of this department?
10. Do you think the employees/workers in your department are happy/satisfied with the amount of remuneration paid to them?

11. How informed are the subordinates/junior staff about the long-term strategy of the Public Health Department of this municipality?

12. What do you think should be done to improve employee’s motivation in this department?