

**INFLUENCE OF EMPLOYEE MOTIVATION ON JOB
SATISFACTION: A CASE OF GOVERNMENT DEPARTMENTS IN
ISIOLO COUNTY, KENYA.**

BY

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DECLARATION

This research project report is my original work and has not been presented for academic purposes in any other university.

Sign.....Date.....

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

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DEDICATION

This work is dedicated to my Loving wife Mary Nderitu who gave me all the necessary moral support and took care of the family chores while I was busy working for the research project, and to the memory of my parents, Dominic Waithaka and Joyce Njeri, who passed on a love of reading and respect for education.

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LIST OF ABBREVIATIONS AND ACRONYMS

SPSS – Statistical package for the social sciences

N/PWR- The need for Power

N/AFF- The need for Affiliation

N/ACH-The need for achievement

ABSTRACT

The study investigated the relationship between employee Motivation and Job Satisfaction. Employee Motivation was treated as an independent variable and Job Satisfaction as a dependent variable. Employees who are not satisfied cannot perform their tasks optimally and thus they have to be motivated to perform their tasks effectively and efficiently and thus helping the organization achieve its goals. The objectives of the study were therefore to investigate whether financial incentives, manager's leadership style, employees' promotion based on merit and staff capacity building affected employees job satisfaction and at the end their productivity which determined whether the government departments goals were achieved. Descriptive survey research design was used in the study and the stratified random sampling and simple random sampling techniques were applied to select respondents from the staff members of the government departments. The study was carried out in Isiolo County in four government departments. A cross-sectional study was used to obtain information on the influence of employee motivation on job satisfaction. The respondents were senior managers, middle level managers and subordinates of Isiolo County in government departments .Four government departments namely The Kenya Forest Service, livestock Department, Education department and the health Department for that purpose were researched on . The data was collected from a sample of two hundred employees within the four government departments that were sampled using the stratified random sampling and the simple random sampling methods. Primary data was collected through standard structured questionnaires and interviews to determine the influence of financial incentives, manager's leadership style, promotions based on merit, qualifications and competence and staff capacity building on employees' job satisfaction. Data was analyzed quantitatively .Quantitative research made use of techniques which produced quantifiable data inform of numbers and ensured that there is random sampling of the research participants to ensure representativeness. Data was analyzed using statistical package for social sciences. The findings shows that 95% of the employees in government departments were highly satisfied with a salary increment and 99% would resign from their departments if offered better terms elsewhere.72% of the employees preferred a democratic leadership style and 96 % would prefer to be involved by their senior managers in making key decisions in the various government departments.97% would like their managers to delegate some of their tasks to them,98% were satisfied with a staff promotions based on merit and competence policy while 91% strongly agreed that staff trainings helped to improve on their job satisfaction. This study found that financial incentives was the greatest motivation factor towards employees' job satisfaction followed by staff promotions based on merit and competence policy, then the leadership style of senior managers and finally employees capacity building. For an organization to achieve its objectives in productivity employees' motivation and job satisfaction are of critical importance being the greatest asset in any organization. The findings of the study are important to chief executive officers, human resource managers, and program/ project managers in both public and private sectors.

CHAPTER ONE

INTRODUCTION

1.1 Background to the study

Work plays a dominant role in lives. It occupies more of our time than any other activity. It is very difficult to enjoy life without doing some productive work, and any activity which has so much importance must evoke strong positive or negative reactions from and these reactions tell how satisfied or dissatisfied one is with his/her work. Job satisfaction is so important in that its absence often leads to lethargy and reduced employee commitment (Levinson, 1997, Moser, 1997). Lack of job satisfaction is a predictor of quitting a job (Alexander, Lichtenstein and Hellmann, 1997; Jamal, 1997). One of the most important factors that lead one to their goals is the drive. This drive is known as motivation. It is a zest and determination with a kind of excitement that leads one to persevere to reach greater heights, in no matter what avenue of their life; be it personal or professional. The drive may come from an internal or external source. The individual determines this. If managers know what drives the people working for them, they can tailor job assignments and rewards to what makes these people “tick.” Motivation can also be conceived of as whatever it takes to encourage workers to perform by fulfilling or appealing to their needs. According to Olajide (2000), “it is goal-directed, and therefore cannot be outside the goals of any organization whether public, private, or nonprofit”.

Akintoye (2000) asserts that money remains the most significant motivational strategy. Though way back Abraham Maslow (1943), gave a model that shows that factors that motivate an individual keep changing as one climbs the ladder of age and maturity. And also, achievement of one goal sets the ball rolling for another one to be achieved. Thus, to be motivated is a constant need. There are times when one faces a period of de-motivation and everything seems bleak. It is then that they need to find what would motivate them back into action. According to Carlyle’s “Great Man Theory” (1888) an organization’s achievements are its employee’s achievements. This theory shows how important employees are for an organization and how important it is that they are satisfied, motivated and hence productive. As it is a well known fact that these two factors i.e., Motivation and Job Satisfaction have a great impact on the performance of an employee as well as the government departments thus, the study of the

relationship between these two variables unarguably became a topic of prime importance and of great interest for study and further research.

According to Pinder (1998) and Ambrose & Kulik, (1999) work motivation may be regarded as a set of internal and external forces that initiate work-related behavior, and determine its form, direction, intensity and duration. The concept relates to the work context specifically, and includes the influence on work behavior of both environmental forces, and those inherent in the person. In the workplace, work motivation presents as an invisible, personal and hypothetical construct that manifests itself in the form of observable, and therefore measurable, behaviors.

Sempane, Rieger and Roodt (2002) hold that job satisfaction relates to people's own evaluation of their jobs against those issues that are important to them. Since emotions and feelings are involved in such assessments, employees' levels of job satisfaction may impact significantly on their personal, social and work lives, and as such, also influence their behavior at work.

The Kenyan government was being headed by a president, prime minister and two deputy prime ministers and comprised of forty two ministries which comprised the ministry Health, education, livestock, wildlife and forestry among others. However, as per the new constitutional dispensation 2010 the ministries were reduced to a maximum of twenty two but the current government further reduced them to eighteen. The country is further devolved into forty seven counties headed by Governors. The government is headed by a president and a deputy president with eighteen cabinet secretaries heading the ministries which are further cascaded to the counties as government departments for effective and efficient delivery of Services to the public. All the government departments have employees who are employed by the public service commission who ought to be motivated for them to perform effectively. Isiolo County happens to be one of the counties in Kenya and all the government departments are represented. However the study will be carried out in the following government departments; Kenya Forest Service Isiolo, Education department Isiolo, livestock department Isiolo and the department of health Isiolo. All these departments are charged with provision of various services to the public so as to realize the governments' objectives in the county. In order for them to achieve their mandate staff motivation is of critical importance. A motivated workforce is a satisfied workforce since it leads to an increase in their productivity and at the end helping the government departments achieve their objectives.

1.2 Problem statement

The study sought to establish how employees' job satisfaction is affected by the levels of motivation in government departments Isiolo County. A myriad of studies have been conducted on employee motivation and job satisfaction, as well as on various combinations thereof. As far as could be ascertained, the relationship between all of these constructs has, however, not been reported on in the same study as yet. In this regard, this study was aimed to add to the body of knowledge in this particular domain of organizational psychology.

According to Schofield (1998), an authoritative study conducted by the Sheffield Effectiveness Programme (a joint research project between the Centre For Economic Performance at the London Stock Exchange and the Institute For Work Psychology at the University Of Sheffield) between 1991 and 1998 has shown decisively that the way people are managed has a powerful impact on both productivity and profitability. The study, which included measurement of levels of job satisfaction and commitment of employees of Government departments Isiolo county, found that five percent of the profitability variance, and 16 percent of the productivity variance between companies may be attributed to corresponding variance in job satisfaction levels between their employees. The study demonstrated the importance of job satisfaction, employee motivation and commitment, in government departments' capability and effectiveness. According to Watson (1994) business has come to realize that a motivated and satisfied workforce can deliver powerfully to the bottom line.

Against the background of increasing global and local government departmental competitiveness it is crucial for any government departments, and particularly for those in developing countries with limited skills resources, such as Kenya, to ensure that it develops and retains a loyal, dedicated, committed and able workforce on a consistent basis. A loyal, dedicated, committed and able staff complements presupposes employees who are satisfied with the work that they do, and with the culture of the government departments they are employed by, and who are consequently motivated to continue their relationship with those government departments. Many employees all over the world do not enjoy this level of job satisfaction and work motivation, and as a result often opt for seeking alternative employment where they may be able to experience a higher degree of job satisfaction. Such actions have an adverse effect on an organizations' ability to be profitable and successful over an extended period of time. Finck, Timmers and Mennes

(1998) emphasized that only when employees are excited and motivated by what they do, will business excellence be achieved.

A variety of factors motivate people at work, some of which are tangible, such as money, and some of which are intangible, such as a sense of achievement (Spector, 2003). Although employees derive satisfaction from their work, or places of work, for different reasons, this study was concerned specifically with the investigation of the relationship between motivation of employees at work and the levels of staff satisfaction. The primary point of departure is that the success of any government department is heavily dependent on the inputs of its workforce, and that such inputs are determined to a large extent by personal characteristics, and by those facets of people's work environments that motivate them to invest more physical and mental energy into their work. In this way the government departments' objectives are pursued and met. Motivation and job satisfaction are therefore regarded as key determinants of government departmental success, both of which are interrelated. A thorough understanding of the nature and significant sources of employee satisfaction and motivation will enable employers to effect the required positive strategic changes, such as adapt their strategic human resource and government departmental development planning and implementation towards optimal employee loyalty and retention. Examples of such strategies may include selecting incumbents with a high degree of potential fit with the government departments' culture, and to adapt certain of its human resource policies and practices, where these have been shown to hamper employee motivation and satisfaction. From the foregoing discussion, this study investigated the relationship between staff motivation and job satisfaction in Government departments.

1.3 Purpose of the study

The aim of the study was to establish the influence of employee motivation on job satisfaction in government departments in Isiolo County.

1.4 Objectives

The objectives of this study were:

- (i) To determine the influence of financial incentives on employees' job satisfaction at government departments in Isiolo County.
- (ii) To determine the influence of manager's leadership style on employees' job satisfaction at government departments in Isiolo County.
- (iii) To determine the influence of promotions based on merit, qualifications and competence on employees' job satisfaction at government departments in Isiolo County.
- (iv) To determine the influence of staff capacity building on employees' job satisfaction at government departments in Isiolo County.

1.5 Research questions.

- (i). What is the influence of financial incentives on employees' job satisfaction at government departments in Isiolo County?
- (ii). What is the influence of manager's leadership style on employees' job satisfaction at government departments in Isiolo County?
- (iii). What is the influence of employees' promotion based on merit, qualifications and competence on their job satisfaction at government departments in Isiolo County?
- (iv). What is the influence of staff capacity building on their job satisfaction at government departments in Isiolo County?

1.6 Significance of the study

The study was earmarked for the Government department's management in Isiolo County in order to help them improve on practice and management of their human resources. They will improve on staff motivators to get a satisfied workforce that will increase on their productivity leading to customer satisfaction and finally delivering on the necessary services to the public.

1.7 Delimitation of the study

The research was carried out in Isiolo county government offices specifically at the Kenya forest service isiolo, Department of health Isiolo, Department of education Isiolo and the Department of livestock development Isiolo. It involved a sample of two hundred employees from the Government departments in Isiolo County. The study investigated the influence of staff motivation on their job satisfaction .The study was a success since the respondents were cooperative and literate and thus it took a shorter time to collect data.

1.8 Limitations of the study

The major limitations of the study were as follows:

Some of the respondents were very senior and busy people' hence getting an appointment with them was very hard. The researcher however made sure that he met them at their opportune time.

The researcher did not have enough time to carry out this research due to the time constraint provided by the university. The researcher however managed to complete the research by squeezing the little time he had. Confidentiality was also an issue whereby most respondents were unwilling to reveal information for fear of the unknown. The researcher however countered this fear by assuring them that the study was meant for academic purposes only and that their names were not disclosed.

1.9 Assumptions of the study

The sample represented the population; the methods of data collection used were accurate and valid to enhance acquisition of the required data, the respondents answered questions correctly and truthfully.

1.10 Definition of significant Terms

Corporate culture:-Government departmental culture is defined as “A pattern of shared basic assumptions invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and internal integration" that have worked well enough to be considered valid and therefore, to be taught to new members as the correct way to perceive, think and feel in relation to those problems” .It has also been defined as "the specific collection of values and norms that are shared by people and groups in a government departments and that control the way they interact with each other and with stakeholders outside the government departments. Government departmental culture is a set of shared mental assumptions that guide interpretation and action in government departments by defining appropriate behavior for various situations.

Job satisfaction: - Job satisfaction describes how content an individual is with his /her job. The happier the people are within their job, the more satisfied they are said to be. Job satisfaction is not the same as motivation or aptitude, although it is clearly linked. Job design aims to enhance job satisfaction and performance, methods include job rotation, job enlargement, job enrichment and job re-engineering. Other influences on satisfaction include the management style and culture, employee involvement, empowerment and autonomous work position. Job satisfaction is a very important attribute which is frequently measured by government departments.

The most common way of measurement is the use of rating scales where employees report their reactions to their jobs.

Motivation:-This refers to the entire class of drives, desires, needs, wants and such other forces. It is concerned with getting government departments members to do work willingly and enthusiastically to achieve government departmental goals.

1.11 Organization of the study

This report is organized into five main chapters. Chapter one consists the introduction of the proposal and it involves background information, research problem, objectives, research questions, limitations and delimitations of the study, basic assumptions, significance and organization of the study. Chapter two is the literature review where by the relationship between the independent variable and dependent variable is explained at length using examples at global, regional, national and local perspective. Chapter three is the research methodology whereby the researcher is explaining the methods he is going to use in order to obtain findings. Chapter four presents the findings of the research questions. The findings have been presented using tables. Chapter five summarizes the methodology and findings of the study. It also draws conclusions from the findings of the study. Further, it gives recommendations in line with the study findings.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter summarizes the findings from other researchers who have carried out their research on various variables related to staff motivation with specific emphasis on how those fields relates to employee job satisfaction. The purpose of the literature review is to establish the subject matter and the theoretical framework that was used as a foundation for this study. Information gained through the literature review will also show specific areas within previous research that are in need of additional research. It will help in identifying and articulating the knowledge gaps thus ensuring that the study did not duplicate the already existing knowledge. The specific areas covered here were financial incentives, staff capacity building, promotion practices and manager's leadership style. Sources of literature review included books, journals, publications and literature from the internet. The chapter was organized into five sections namely, financial incentives and job satisfaction, leadership style and job satisfaction, promotion practices and job satisfaction, staff capacity building and job satisfaction and theories of motivation..

2.2 Financial incentives and Job satisfaction

There are many studies in the literature, which examine the financial and non-financial incentives and their effects on several variables. For example, Al-Nsour (2012) examined the effects of financial and non-financial incentives at Jordanian university in terms of organizational performance. A significant relation was observed between financial and non-financial incentives and organizational performance in accordance with the data obtained from this study. Moreover, the study showed that financial incentives were highly regarded than non-financial incentives. Naldöken et al. (2011) examined the financial incentive application on the motivations of employees at a state hospital in terms of their performance. It was concluded in the study that the medical employees, who benefited from these financial incentives were positively motivated by this application.

Scheepers (2009) also examined the extent to which incentive systems affected the motivations of employees at information and communication technology firms. In accordance with the results of the study, an entrepreneurial reward system tends to focus on formal acknowledgement, social incentives and organizational freedom of employees to encourage corporate entrepreneurship. Pouliakas (2008) tested the non-monotonic effect of monetary incentives on job satisfaction. In the study, 1998-2005 of the British Household Panel Survey was used to investigate the ceteris paribus association between the intensity of bonus/profit-sharing payments and the utility derived from work. According to the findings of the study, small amounts of financial incentives resulted a highly important effect on employee satisfaction, whereas large amounts of financial incentives affect them positively. Therefore, the researcher suggested no financial incentive unless sufficient amount of financial incentives were provided. Pinar et al. (2008) conducted surveys to 796 blue-collar employees at several institutions in order to determine the elements, which affect the job satisfaction of employees. According to the findings of the study, the most affected dimension in terms of job satisfactions of blue-collar employees was the job itself, and the second dimension was the payment and promotions.

Arnolds and Venter (2007) made an effort to determine the factors, which affected the motivations of blue-collar employees at manufacturing and clothing retail firms. According to the findings of the study, the most important individual motivational reward for blue-collar employees is paid holidays and for frontline employees, retirement plans. The most important motivational reward category for both blue-collar and frontline employees is fringe benefits (paid holidays, sick leave and housing loans). McDonald et al. (2007) examined the effects of financial Incentives on the quality of care on practice organization, clinical autonomy, and internal motivation of doctors and nurses working in primary care.

Alwabel (2005) examined the role of financial and non-financial incentives in terms of increasing the performance of security officers during pilgrimage in their points of view. Kaya (2007) determined the factors affecting job satisfaction levels of employees at hotel managements. According to the results of the study, the most important factors affecting the job satisfaction levels were determined as the officers, physical and non-physical factors of its own nature and communication and integrity respectively. Based on these findings, the conclusion

was that non-financial incentives were more effective than financial incentives in terms of the attitudes of employees.

According to the results of Career and Qualification Principles Survey conducted by the United States of America Career and Qualification Principles in 2005, it was determined that the most important element motivating both the employees and employers were job satisfaction and personal satisfaction for both groups. According to the results of the study, the financial incentives are placed as 8th and 12th in the sequence of elements affecting the motivation.

In other words, non-financial incentives are given much importance than financial incentives (Coşkun & Dulkadiroğlu, 2009: 89). Ağırbaş et al. (2005) examined to what extent the head physicians assistants working at hospitals are satisfied by the motivational tools applied in the hospitals and if available motivational tools have an important effect on job satisfaction. In the study, it is seen that no motivational tool provides the expectations of physician managers. It is also concluded in the study that such factors as the decrease of dismissal risk, improving the situations like promotion and appreciation and improving work place opportunities have significant and important effects on job satisfaction statistically.

Burgess and Ratto (2003) reviewed the incentive pay to improve public-sector efficiency and the evidence on its effects. The researchers concluded how optimal incentives for public sector differ from private sector and which types of incentives are the most appropriate for public sector. Moreover, the researchers commented on the design of new policies being introduced in the UK public sector in the light of the theoretical arguments and the evidence. Öztürk and Dündar (2003) made an effort to determine the relation between the factors, which motivate the public employees and professional variables at those institutions. According to the findings obtained in the research, it is seen that managers are more motivated by non-financial incentives than financial incentives in public employees; and employees are more motivated by financial incentives than non-financial incentives. Almost all of the public employees' state that the appreciation of the actions completed create a feeling of satisfaction and give a positive motivation towards their job. It is also stated that giving an opportunity for promotion of employees and getting their opinions of their area of interest are among the important factors to motivate them for their jobs. Kitapçı and Sezen (2002) investigated the variables, which affect job satisfaction of employees according to their career period. Based on the results of the study,

it is seen that the employees with different career periods have also different job satisfaction levels in terms of different variables. According to the findings of the study, the job satisfaction levels of employees in pre-professional trial period (18-24 age group) are affected by working Conditions, training given by the premise and payment. Besides, according to the results of the study, the job satisfaction levels of employees in starting and progressing professional period (26-44 age group) are affected by working conditions, connections with colleagues and manager and in the stationery period (45 and above age group) by connections with managers and participatory management.

Al-Angari (1999) examined the effects of incentive applications on the performances of employees in Riyadh Region Governorate. The researcher emphasized in the study that positive financial incentives do not satisfy the employees. Al-Wathnani (1998) also examined the impact of incentives on the efficiency of work performance and job satisfaction in security organizations. According to the findings of the study, the most valued incentives by the employees are promotions, financial allowances, leaves, allowances for medical treatment and participation in decision making. The least valued incentives by the employees are verbal appraisal, letters of thanks and financial allowances for work at distant and isolated areas. Again, according to the results of the study, the most important incentive among all is the financial ones. Besides, non-financial incentives are also determined to be effective on the increase of performance and job satisfaction.

Al-Johani (1997) made an assessment on the incentive system used at their institutions including the opinions of employees at Jeddah Migration Office. According to the findings of the study, it is emphasized that there is no great difference among the opinions of employees in terms of incentives and the most important incentives are financial incentives and then promotion. Hermalin and Weisbach (1991) examined the effect of administrative structure and direct incentives on company performance. Hilman (1987) examined the effects of financial incentives at medical institutions in terms of attitudes of doctors and their service. The researcher determined as a result of the analysis by taking the opinions of 302 doctors into consideration that financial incentives have important effects on the attitudes of doctors and service quality. Ryan et al. (1986) examined the effects of financial incentives in terms of controlling expenditures. Solt and Miller (1985) examined the effect of administrative incentives on

financial performance in terms of real-estate investment partnerships. Grossman and Hart (1982) determined that the incentive effects of the threat of bankruptcy on the quality of management in a widely held corporation.

Akintoye (2000) asserts that money remains the most significant motivational strategy. As far back as 1911, Frederick Taylor and his scientific management associate described money as the most important factor in motivating the industrial workers to achieve greater productivity. Taylor advocated the establishment of incentive wage systems as a means of stimulating workers to higher performance, commitment, and eventually satisfaction. Money possesses significant motivating power in as much as it symbolizes intangible goals like security, power, prestige, and a feeling of accomplishment and success. Katz, in Sinclair, et al. (2005) demonstrates the motivational power of money through the process of job choice. He explains that money has the power to attract, retain, and motivate individuals towards higher performance. For instance, if a librarian or information professional has another job offer which has identical job characteristics with his current job, but greater financial reward, that worker would in all probability be motivated to accept the new job offer. Banjoko (1996) states that many managers use money to reward or punish workers. This is done through the process of rewarding employees for higher productivity by instilling fear of loss of job (e.g., premature retirement due to poor performance). The desire to be promoted and earn enhanced pay may also motivate employees.

2.3. Leadership style and job satisfaction

Through their education, training, and experience, managers develop their personal leadership style (Hersey et al., 2001). This leadership style is a fundamental concern for managers and researchers (Wood, 1994) due to its effect on subordinates who, it is suggested, work more effectively and productively when their managers adopt a specific leadership style (Mullins, 1998). If managers adopt their subordinates' preferred style giving employees the respect and fair treatment they deserve, then this is seen to lead to job satisfaction, which in turn will affect the functioning of the government departments (Spector, 1997). Satisfied employees are absent less, show less job stress, stay at work longer, and make positive contributions to their government departments (Griffin, 2002). Government departments are under constant pressure to meet change, develop their structures, and improve performance (Erkutlu and Chafra, 2006). It has been suggested that government departments need to employ effective leadership to improve

their services and employee job satisfaction (Woods and King, 2002). Managers in the Government departments can improve employee job satisfaction (Purcell et al., 2003; Mullins, 1998) using their leadership style to motivate employees and to achieve their goals (Kavanaugh and Ninemeier, 2001). However, Wood (1994) argues that an autocratic leadership style is deeply rooted in the hospitality industry, due to the unpredictability of demand. Whether this helps or hinders performance is unclear as research into leadership style in the hospitality industry has been somewhat ignored (Erkutlu and Chafra, 2006).

Bass (1990) defined leadership as a process of interaction among individuals and groups that includes a structured or restructured situation, members' expectations and perceptions. Leadership can be explained as the ability of an individual to have power that focuses on how to establish directions by adapting forces (Go et al., 1996). From a government departmental perspective, Schermerhorn (1999) believed that leading is a process used to motivate and to influence others to work hard in order to realize and support government departmental goals, while Hersey et al. (2001) believed that leadership influences individuals' behavior based on both individuals' and government departmental goals. Robbins (2001) defined leadership as the ability of an individual to influence the behavior of a group to achieve government departmental goals. It is possible to conclude from these discussions that leadership is a group of phenomena, whereby leaders are distinctive from their followers, and can influence individuals' activities to achieve set goals in their government departments.

Leadership style is defined as the pattern of behaviors that leaders display during their work with and through others (Hersey and Blanchard, 1993). Miller et al. (2002) view leadership style as the pattern of interactions between leaders and subordinates. It includes controlling, directing, indeed all techniques and methods used by leaders to motivate subordinates to follow their instructions.

According to Kavanaugh and Ninemeier (2001), there are three factors that determine the type of Leadership style: leaders' characteristics, subordinates' characteristics and the government department's environment. More specifically, the personal background of leaders such as personality, knowledge, values, and experiences shapes their feelings about appropriate leadership that determine their specific leadership style; employees also have different personalities, backgrounds, expectations and experiences, for example, employees who are more

knowledgeable and experienced may work well under a democratic leadership style, while employees with different experiences and expectations require an autocratic leadership style. Some factors in the government department's environment such as government departmental climate, government departmental values, composition of work group and type of work can also influence leadership style. However, leaders can adapt their leadership style to the perceived preferences of their subordinates (Wood, 1994). Leadership styles can be classified according to the leaders' power and behavior as autocratic, democratic, and laissez-faire, where styles are distinguished by the influence leaders have on subordinates (Mullins, 1998; Rollinson, 2005). More specifically, power has been considered as: the potential of a process to influence people (Hersey et al., 2001); a part of the influence process at the core of leadership (Nor house, 2004); and the rights that allow individuals to take decisions about specific matters (Rollinson, 2005). The influence of leadership will differ according to the type of power used by a leader over their subordinates (Mullins, 1998). Hence, leaders will be more effective when they know and understand the appropriate usage of power (Hersey et al., 2001). According to Kavanaugh and Ninemeier (2001) an autocratic style is embedded in leaders who have full government departmental power and authority for decision making without sharing it with their subordinates, while a democratic style implies that leaders share their authority of decision making with employees and delegate, and finally a laissez-faire or free-rein style exists where leaders give their employees most of the authority over decision making.

Centralized government departments seem to favor an autocratic style, while decentralized government departments seem to prefer a democratic style (Woods and King, 2002), and government departmental culture can therefore be strongly influenced by national culture which may determine the prevalent leadership style (Rollinson, 2005). However, in Jordan, the style of leadership appears inconsistent. For example, Al-Hajjeh (1984) assumed that Middle Eastern managers encouraged autocratic leadership, as they had a negative impression about the ability of subordinates to carry out instructions. In support, Jar-Allah (2000) indicated that autocratic leadership was the most common style in industrial government departments in Jordan.

In contrast, Yousef (1998) assumed that a consultative style prevailed in non-Western countries Particularly in Arab countries, and indeed found (Yousef, 2000) that participative or consultative Leadership behavior, as perceived by employees, was prevalent in Arab countries.

According to Wood (1994) management in the hospitality industry is characterized as a 'being there' style which provides stress, intervention, and control of operations and interactions between members at all levels in the government departments. Mullins (1998) also suggests that a 'being there' or 'hands-on' leadership style is considered as prevalent in the hospitality industry. The argument is that this style could be more effective than other styles to obtain employees' job satisfaction, since the managers work all the time with their employees and therefore show more concern for employees' problems at work. He further suggests that adopting a participative leadership style would be difficult. This does not mean that the autocratic style is preferable, but it is claimed to be necessary in the hospitality industry (Wood, 1994). Indeed research by Okumus and Hemmington (1998) indicated that the prevalent leadership style in the hospitality industry was the autocratic leadership style. In Jordan, however, Nour (2004) found that the most common leadership style among managers in hotels was a democratic style based on power sharing.

2.4. Promotion Practices and job satisfaction

Promotion can be used as an incentive tool. It is a way of rewarding the employees for meeting the organizational goals thus it serves as a mean of synchronizing organizational goals with personal goals (Lazear & Rosen, 1981). According to Rosen (1982) the deciding factor for the position of any individual in the hierarchy is his talent, higher the level of talent in any individual higher will be his position in the hierarchy. Promotion has its importance due to the fact that it carries with it a significant change in the wage package of an employee (Murphy, 1985). Thus, a raise in salary indicates the value of promotion (Baker et al., 1994). Promotion follows a defined set pattern which is outlined in the employment bond (Doeringer & Piore, 1971). In this highly competitive corporate world, promotion can help the competing firms to trace the most productive participant of one organization to be worth hiring for another organization (Bernhardt & Scoones, 1993). In such a way the promotion highlights an employee in the external environment and realizes his worth in the internal environment. According to Carmichael (1983) promotion enhances the yield of an organization when an employee climbs a promotion ladder on the basis of his seniority and resultantly he gets an increased wage rate. However, according to Baker et al. (1988), promotion does not consider to be an incentive device, thus the optimal results cannot be generated by promoting the employee in the organization.

There is a more failure rate when the employees are hired externally than when they are promoted internally (Kelly-Radford, 2001).

The impact of wage raise, a result of promotion, is found to be more significant than fixed income on job satisfaction (Clark & Oswald 1996). According to Shields and Ward (2001) the employees who are dissatisfied with the opportunity available for promotion show a greater intention to leave the organization. Pergamit and Veum (1989) established that greater the chances of promotion higher will be the job satisfaction of employees. Apart from job satisfaction, the employee satisfaction is determined by satisfaction with promotion. When employees perceive that there are golden chances for promotion they feel satisfied for the respective place in the organization (De Souza, 2002).

Miller and Wheeler (1992) found that the lack of meaningful work and opportunities for promotion significantly affected employees' intentions to leave an organization.

Government departments were able to improve their employees' retention rate by adopting job enrichment programs and enhancing their advancement opportunities. Besides promotion opportunities, the evaluation criteria used in the promotion and reward system also had significant effects on employees' turnover intentions (Quarles, 1994). Ineffective performance appraisal and planning systems contributed to employees' perceptions of unfairness and they were more likely to consider leaving the organization (Dailey and Kirk, 1992).

Internal promotion; the availability of career possibilities within the firm tends to promote a higher degree of government departmental commitment among employees (Guest, 1997) who perceive career possibilities with the firm. Additionally, an emphasis on internal promotion is likely to provide a sense of fairness and justice among the employees who note that organizational tenure is valued in the company (Pfeffer, 1995). Teseema & Soeters (2006) found a significant and positive correlation between promotion practices and perceived employee performance; however HR outcomes were used as mediating variables.

Organizations are said to be efficient when they derive maximum output from the available resources. Although an organization possesses many of the assets but human resource is considered to be the most valuable asset of any organization. Non-human resources become

effective for an organization only with the help of labor force (human resource). In the present world of globalization, a competent work force is believed to be a competitive edge for any firm. To be successful in the corporate world, the companies need to have a highly motivated, loyal and satisfied workforce. This is achieved through a thorough understanding and application of all the ingredients necessary for enhancing the satisfaction level of employees. The business of today faces a thread of uncertainty and changes. To overcome the fear of employees' turnover the organizations are working hard to retain their valuable employees. An important factor for enhancing the job satisfaction of employees can be promotion. Employees are supposed to be satisfied with their work when they consider themselves to be a productive part of the organization. Employees can derive such satisfaction when organizations realize their worth by promoting them to a place of greater authority and control.

Job satisfaction is an approach that demonstrates that what a person feels about all the aspects of its job (Spector, 1986). Job satisfaction carries a dual nature (Steijn, 2002). Firstly, a thorough study of personal traits leads to job satisfaction such as age, gender, race, educational level etc. The relationship between age and job satisfaction was established by Reiner and Zhao (1999) whereas Ting (1997) explains that how job satisfaction can be affected by the race and age of the employees. Secondly, Herzberg (1966) clarifies that job satisfaction is affected by the environment prevailing in the work place. More the number of motivated and satisfied employees in an organization better are the chances of the organization to achieve its goal and attain ultimate profitability (Saari & Judge, 2004). A satisfied employee is more committed and can be retained on the organization for a longer period, thus enhancing the productivity of the company (Bravendam, 2002). Job satisfaction leads to life satisfaction of the individuals (Judge & Watanabe, 1994). Researches have shown that a person who is a satisfied employee and stays motivated at the work place has higher probability of performing his other roles as a member of the society, which is interacting with other members of the society in various capacities.

Promotion is said to be happened when an employee makes a shift in the upward direction in organizational hierarchy and moves to a place of greater responsibility (Dessler, 2008). Promotion can make a significant increase in the salary of an employee as well as in the span of authority and control. It will help the competitors to identify the most productive employees in the business world at the same time the employees are being recognized by their own

organization. The employees themselves feel to be an effective contributor and thus will be more satisfied with their job.

2.5. Staff capacity building and job satisfaction

Training was included as a high-performance HRM practice, among others, by Huselid (1995), McDuffie (1995) and Koch & McGrath (1996). In the field of human resource management, training and development is the field concerned with government departmental activity aimed at improving Productivity and enhancing skills of individuals and groups in the government departmental setting. Development refers to formal education, job experiences, relationships, and assessments of Personalities and abilities that help employees prepare for the future.

The term training is often used casually to describe almost any effort initiated by government departments to foster learning among members. Training tends to be more narrowly focused and oriented toward short- term performance concerns, and development, which tends to be oriented more towards broadening an individual's skills for future responsibilities (Snell S & Bohlander G, 2007). It can be expected that firm investments in technical and non- technical training will have a positive impact 'on the skills/knowledge of its employees.

Training was included as a high-performance HRM practice (Huselid, 1995; MacDuffie, 1995; Koch and McGrath, 1996). Firms with superior training programmes may also experience lower staff turnover than firms that neglect employees training and development. Employees who are Working in firms with good technical and non-technical training programmes, realize that their Market value grows more favorably than in other firms; if the training is of the general type that also increases productivity outside the firm. Therefore, they may have an interest of remaining Longer in the firm.

Opportunities for training and development are major factors in decisions regarding peoples' careers. They are factors evaluated in the job hunting process by prospective employees, are cited in surveys as to why workers accept jobs with certain employers, and are noted as reasons why employees stay with an employer and why they leave one employer for another.

Despite the importance of workplace training, many research studies on job satisfaction do not address satisfaction with workplace training as an element of overall job satisfaction, and many job satisfaction survey instruments do not include a "satisfaction with workplace training"

component. They include Wood's (1986) Job Satisfaction measure, which examines satisfaction with information, variety and freedom, the ability to complete tasks, and pay and security. The Job Descriptive Index (JDI), an index described by Buckley and Carragher (1992) as "...instrumental in advancing knowledge about the job satisfaction construct" (p. 534) defines overall job satisfaction using six subscales: satisfaction with the work itself, supervision, coworkers, pay, and promotions.

Should satisfaction with job training in relation to overall job satisfaction be studied? Should it be included as a construct of overall job satisfaction? Bartlett (2001) found a positive relationship between workplace training and organizational commitment, and concluded that his study "...suggests that human resource development professionals can ...adapt new research methods to demonstrate to organizational decision makers that training and development contributes to desired workplace attitudes...which may in turn influence behaviors such as absenteeism and turnover" (p. 349). Other researchers have come to similar conclusions, and several have noted the importance of future research on workplace attitudes in relation to training (Bartlett, 2001; Tannenbaum, 1991). In his study of new employee training, Tannenbaum (1991) noted that "...training can induce positive or negative impressions and attitudes (which) trainees carry with them into the workplace" (p. 767). So important are workplace attitudes, Bartlett (2001) argued, that they could even be considered as outcomes of training. Nordhaug (1989) studied reward functions that are inherent in training (from the employee perspective), and found that "The extent to which training actually contributes to generating individual rewards has, however, been virtually absent on the research agenda" (p.374).

2.6 Theories of motivation

Motivation research draws on a large number of theoretical perspectives. Although some of these appear to be less influential than when they were originally postulated, such as Maslow's hierarchy of needs theory (Wicker & Wiehe, 1999), their contributions as foundation layers and inspirations for subsequent theories are still evident and acknowledged.

According to Petri (1996) the vast array of motivation theories are based, in essence, on differing approaches to the origins or sources of motivation, e.g. energy, heredity, learning, social interaction, cognitive processes, activation of motivation, homeostasis, hedonism or growth

motivation. Depending on the particular approach adopted, motivation theories are generally classified into three categories, namely needs-based, cognitive, and drive and reinforcement theories (Baron et al., 2002).

Needs-based theories, also referred to as content theories due to their explanation of the content of motivation (Hadebe, 2001), propose that internal states within individuals energize and direct their behavior. These internal states are typically referred to as drives, needs or motives in these theories, of which those of Maslow, McGregor and Herzberg are well-known examples.

Cognitive theories do not focus directly on work as a potential source of motivation, but rather on the cognitive processes, such as thoughts, beliefs and values, which people use to make choices regarding their behavior at work (Schultz & Schultz, 1998). For this reason these theories are also referred to as process theories. Examples include equity, expectancy and goal-setting theories.

Drive and reinforcement theories are based on behaviouristic approaches, which argue that reinforcement conditions behavior (Hadebe, 2001), behavior that has been rewarded in the past will tend to be repeated, and behavior that has been punished previously, will tend to be extinguished.

2.6.1 Maslow's hierarchy of needs theory

One of the most often-quoted motivation theories is that of Abraham Maslow, which he introduced in 1943 (Van Niekerk, 1987). The basic tenet of the theory is that people are motivated by their quest to satisfy their needs, or deficiencies, which may be grouped in five categories, and that these needs occur in a specific hierarchy, where lower order needs have to be satisfied before those of a higher order nature (Gouws, 1995). Maslow (1968, p.153) asserted that "gratification of one basic need opens consciousness to domination by another". Maslow's need hierarchy is portrayed in Figure 1.

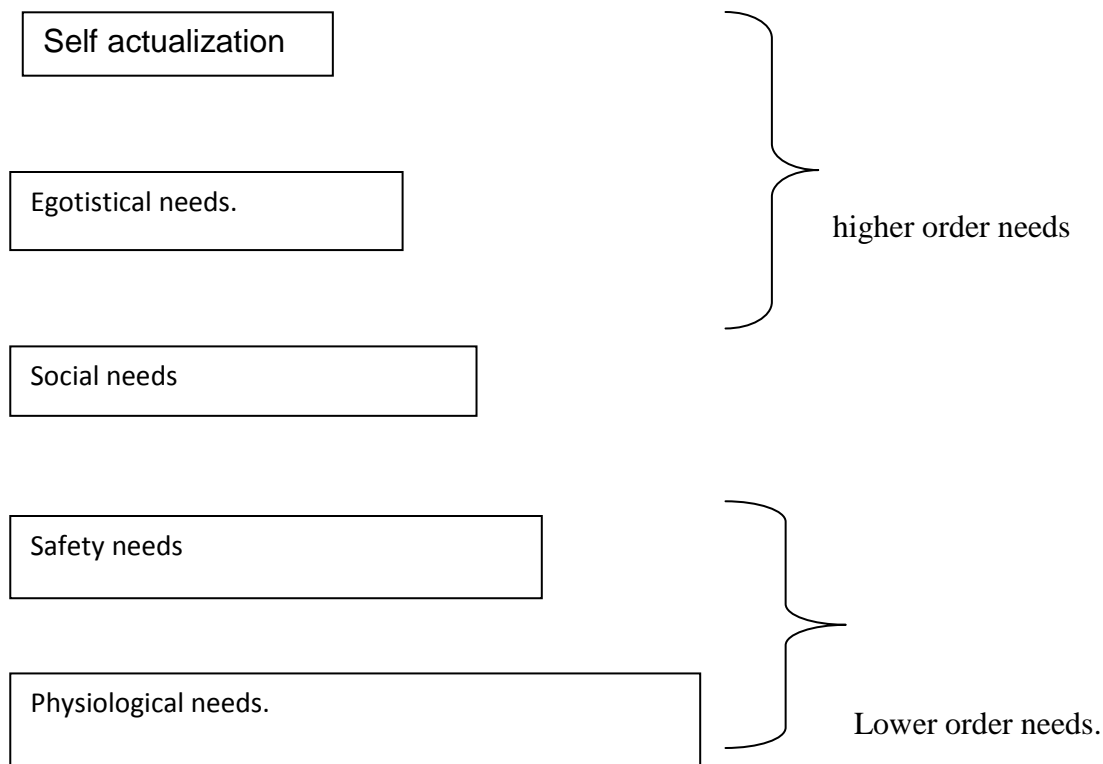


Figure 1: Maslow's hierarchy of needs

Source: Van Niekerk (1987).

Physiological needs are related to basic survival, e.g. hunger or thirst. Safety needs do not only apply to physical safety and security, but also to a person's striving for personal security, such as a steady job. Social needs refer to friendship, love and social acceptance and support, whereas egotistical needs involve a person's desire to be respected by others and by him- or herself.

Self-actualization occurs at the pinnacle of the needs hierarchy, as it represents a person's striving towards the full development of his potential, which is essentially never completely attained (Gouws, 1995). According to Maslow (1968), people always pursue what they do not yet have. Consequently, those needs that have already been satisfied, no longer provide motivation for action (Schultz & Schultz, 1998).

Over time, little empirical evidence has been produced to support the idea of a needs hierarchy, or the idea that as needs are satisfied, their importance diminishes (Baron et al., 2002). These shortcomings have been addressed in Alderfer's Existence-Relatedness-Growth (ERG) theory,

which is an expansion of Maslow's theory. Alderfer condensed Maslow's five needs into three, which were termed 'Existence' (physical survival needs), 'Relatedness' (social needs) and 'Growth' (need for personal growth and development). Alderfer emphasized that these needs do not occur in a hierarchy, but rather on a continuum (Spector, 2003), and may in fact be experienced simultaneously (Alderfer, 1969). Alderfer's ERG theory has intuitive appeal, and is more directly applicable to employee motivation than Maslow's needs hierarchy theory. It also has greater empirical support (Wanous & Zwany, 1977).

Despite the limited empirical support, needs hierarchy theory has had a positive impact on government departments, as it has focused attention on the importance of addressing employees' needs at work (Spector, 2003). In addition, one of its main constructs, the self-actualization concept, has become very popular with especially managers and executives who have accepted this high-level need as a potent motivator (Schultz & Schultz, 1998).

2.6.2 McGregor's Theory X and Theory Y

Gouws (1995) noted that McGregor's theory closely resembles that of Maslow, in that the factors McGregor believed act as motivators to people at work, are arranged and satisfied in a similar hierarchy. McGregor also placed physiological needs first, followed by physical and social needs. Egotistical needs are sub-categorized as self-regard needs on the one hand, which involve self-respect, self-confidence, autonomy, achievement, competence and knowledge, and reputation needs on the other. The latter include needs such as the status, recognition, respect and appreciation a person enjoys. The highest level of need is that of self-fulfillment, which people attempt to satisfy through continued self-development and creativity.

Douglas McGregor's (1960) Theory X and Theory Y represent an extension of his ideas on motivation to the direction and control of employees in the workplace. According to McGregor's Theory X, which articulates the traditional approach to motivation, people are not keen on work, and try to avoid it where possible. As a result, employees must be coerced and controlled by punitive measures to perform effectively. The average person is believed to lack ambition, avoid responsibility, and strive for security and financial compensation only. They are egocentric, and not at all mindful of organizational goals.

Theory Y, in contrast, reflects a more modern approach to motivation, in that most people are seen as keen to discipline themselves in order to successfully complete the tasks allocated to them. In addition, they seek responsibility, and are capable of creative problem solving. McGregor regarded Theory Y as a more accurate and realistic portrayal of human behavior, since it represents the integration of individual and organizational goals. McGregor did, however, recognize that the theory does not offer a complete explanation for employee motivation (McGregor, 1960).

2.6.3 Equity theory

Equity theory was first introduced by Stacy Adams in 1965 (Hadebe, 2001). Its basic tenet is that people are motivated to achieve a condition of equity / fairness in their dealings with other people, and with the organizations they work for (Adams, 1965).

People make judgments or comparisons between their own inputs at work, e.g. their qualifications, experience and effort, and the outcomes they receive, e.g. pay and fringe benefits, status and working conditions. They then assign weights to these inputs and outputs according to their relevance and importance to themselves. The summed total produces an output / input ratio, which is the key issue in terms of motivation. If a person's output / input ratio is equal to that of another person, equity exists. A state of inequity leads to tension, which the individual tries to reduce by changing one or more elements of the ratio, e.g. increase or reduce his effort. Perceived inequity by the person is therefore the basis for motivation (Baron et al., 2002).

This theory helped to provide the basis for studying the motivational implications of perceived unfairness and injustice in the workplace. It also laid the foundation for more recent theories on distributive (how much is allocated to each person) and procedural justice (how rewards and job requirements are determined) (Cropanzano & Folger, 1996). In a meta-analysis of many of these theories, Cohen-Charash and Spector (2001) found that both distributive and procedural justice were related to job performance, job satisfaction and the intention to quit.

Equity theory has stimulated much research, but there has been a decline in interest of late because of its inability to predict people's perception of the equitability of their specific

situation. Nevertheless, it has served to direct attention to the importance of treating employees fairly, and the consequences of failing to do so (Spector, 2003).

2.7 Conceptual Frameworks

The relationship between the independent and the dependent variable is demonstrated in the diagram below. The independent variables in this study were financial incentives, manager's leadership style, employees' promotions and staff capacity building while the dependent variable was job satisfaction. The moderating variables were staff culture and attitudes and the intervening variables were Government policies. The independent variables determine the employees' job satisfaction in a government department.

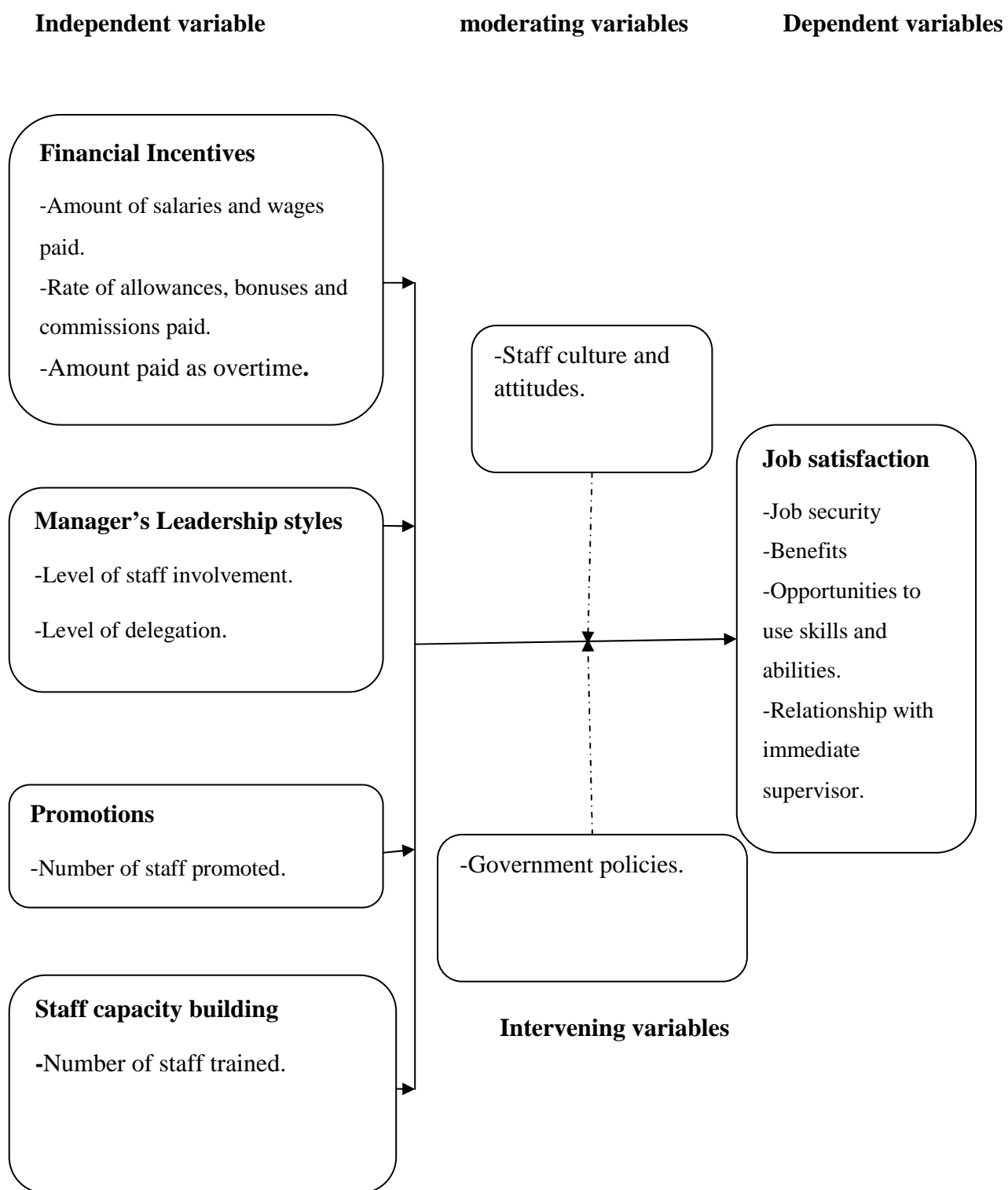


Figure: 2 Conceptual Framework

2.8 Summary and Gaps

The chapter emphasized on what other researchers have written on the influence of motivation on job satisfaction. It also highlighted on the several theories relating to motivation. The various variables relating to motivation have also been discussed. This study was therefore earmarked to fill in the knowledge gaps that exist between the influences of employee motivation on job satisfaction. .

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter reviewed the research design and methodology used to conduct this study to answer the research questions. First, it presented the variables for testing the research questions. Next, the research methodology was described in detail, including sampling and sampling procedure, research instruments to be used, data collection, and the data analysis method.

This study was aimed to explore the relationship between employee motivation and job satisfaction. This was done by investigating the relationship between job satisfaction and dimensions of employee motivation. The procedure followed in conducting this research was described in this chapter. The methods of collecting data included questionnaires and interviews and were analyzed using descriptive statistics.

3.2 Research design

The study used descriptive survey design in order to describe the situation as it was in the natural setting yielding maximum information with minimal expenditure of effort, time and money (Kothari,1995).The method was chosen since it was more precise and accurate since it involved` description of events in a carefully planned way (Kothari,1995).This research design also portrayed the characteristics of a population fully and attempted to describe such things as possible behavior, attitudes and characteristics. Surveys were more efficient and economical methods of gathering information using a few well chosen questions which would take much less time and efforts. Also surveys had the advantage of having the potential to provide a lot of information obtained from a large sample of individual groups.

3.3 Target population

The population of study was 520 respondents comprising of senior managers, middle level managers and subordinate staffs at Government departments in Isiolo County which comprised of the Kenya forest service Isiolo, department of livestock Isiolo, department of education Isiolo, and the department of health Isiolo which consisted of five hundred and twenty employees as indicated in Table 3.1. These were the people who were best placed to provide the required

information for the study. The target population was selected for investigation since it was not scattered and cuts across several government departments thus ensured a more representative sample that gave an opinion that was unbiased.

Table 3.1: Target Population

Type of employees	Target Population	Percentage of total population
Senior managers	50	9.6
Middle level managers	150	28.9
Subordinate staff	320	61.5
TOTAL	520	100

Source: Government department records (2012)

3.4 Sampling Procedure

Sampling is a deliberate choice of a number of people who are to provide the data from which you will draw conclusions about some larger group whom these people represent.

Based on Krejcie and Morgan's (1970) table for determining sample size, for a given population of 520, a sample size of 200 respondents was appropriate to adequately represent a cross-section of the population at 95% confidence level.

The researcher further adds that stratified random sampling was the most powerful means of generalizing findings based on samples to populations. Stratified proportionate random sampling technique produce estimates of overall population parameters with greater precision and ensures a more representative sample is derived from a relatively homogeneous population. Stratification aims to reduce standard error by providing some control over variance. The choice of this technique was governed by the benefits that accrued to the researcher in terms of increasing the sample's statistical efficiency, provision of adequate data for analyzing the various sub-populations and that it enabled different research methods and procedures to be used in different strata. Simple random sampling was then used to select the samples in order to ensure that the sample selected was a representative of the population and thus the findings could be

generalized. The sample consisted of 38.5% (N = 200) of the total population comprising of senior managers, middle level managers and subordinate staffs from the Government departments in Isiolo county. Each government department provided a sample of fifty employees comprising all the staff cadres who were sampled using the stratified random sampling method and then selected using the simple random sampling technique since the population was homogeneous. This helped to ensure that the sample selected was a representative of the population and therefore the results or the findings could be generalized. Participation was voluntary, although a motivation talk from the senior managers in the various departments was conducted to encourage the employees to participate in the study, and ensure confidentiality of their responses.

Table 3.2: Sampling Technique

Type of employees	Total population	Sampled population	percentage
Senior managers	50	25	12.5
Middle level managers	150	75	37.5
Subordinate staff	320	100	50
TOTAL	520	200	100

3.5 Methods of data collection

The researcher used questionnaires to collect data. Questionnaire is a technique of collecting data designed to elicit responses from a certain subject in written form. Well designed questions were developed and distributed to the respondents in the various government departments. They filled them and returned them back for analysis. The questionnaires were preferred in this study since the respondents of the study were literate and quite able to answer the questions asked adequately. The researcher used this method because it was the most economical way for data collection compared to others in the sense that it was used to collect data from a big population within a small period of time that the researcher had.

The researcher also used Interviews, which were direct face to face between the respondents and the researcher. The interviews gave an opportunity to the researcher to penetrate the feelings and the thinking of the interviewees for in depth data and for clarification of the issues as well as gave a chance for probing.

The researcher also used oral communication with the management on their views on how staff motivation influences employee's job satisfaction in the various government departments. Professionally set questions were used for face to face interviews to some randomly selected employees in the government departments. It was an effective instrument because not all questions were asked through the questionnaires.

3.6. Validity of the Research instruments

Validity is about the extent to which an instrument measures what it is expected to measure. It is a measure of how well a test measures what it is supposed to measure. Validity refers to whether the instrument is able to scientifically answer the questions it is intended to answer. It is concerned with the accurate representation of the variables under study. It is influenced by systematic error in data. This was addressed in the present study by proper instrument design to reflect the research objectives and pre-testing the instruments. A pilot study was conducted whereby the researcher administered the instruments to a sample of employees from the Kenya Forest service Isiolo to find out the validity and reliability of the instruments used and how they responded to the various items. After the administration of the instruments, they were then revised in readiness for the main study in order to answer all the research questions effectively.

3.7 Reliability of the Research instruments

Reliability refers to the degree of consistency between two or more research instruments addressing the same problem. Test- retest technique was adopted to test the reliability of the questionnaires and the interview. Questionnaires were prepared and administered to the participants and after some time the same instruments were administered again to the same participants. The responses to the first administration were compared to the responses of the second administration. The scores from both testing periods were correlated and the correlation coefficient obtained. Correlation coefficient which is also called "the coefficient of reliability or stability" was calculated. A correlation coefficient of 0.8 was considered sufficient enough that the instrument was reliable for the study.

3.8. Operational definition of variables

In the research study, the researcher measured employee satisfaction by "the number of times each subject said 'yes' to questions such as 'Do you look forward to going to work on most

mornings?” or the number of days per month that an employee shows up at the work place on time rating job satisfaction from a(Highly satisfied) to d(Not satisfied) while Staff motivation was measured by the Number of work days during the first six months on the job that an employee arrives at work at least 10 minutes early as determined by time clock cards.

Table 3.3. Operationalization table

OBJECTIVE	TYPE OF VARIABLE	INDICATORS	MEASUREMENT SCALE	DATA COLLECTION TOOLS	METHODS OF DATA ANALYSIS
Establish how financial incentives affect employees' job satisfaction.	Financial incentives.	-Number of salary reviews from the year 2008-2012.	Ratio	Questionnaires. -Document analysis.	Inferential. -correlation
Establish how leadership style affects employees' job satisfaction.	Leadership Style.	-Level of staff involvement. -Level of delegation.	Ordinal	Questionnaires. -Document analysis. Interviews.	Inferential. -correlation
Establish how promotions based on merit affects employees' job satisfaction	Promotions.	-Number of staff promoted from the year 2008-2012.	Ratio	Questionnaires. Interviews.	Descriptive. -mode

Establish how staff capacity building affects employees' job satisfaction	Staff capacity building.	-Number of trainings conducted from the year 2008-2012.	Ratio	Questionnaires. - -Document analysis.	Inferential. -correlation
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3.9. Methods of data analysis

The researcher carried out the research himself. The researcher used percentages alongside tables and brief notes. The analysis was conducted on the basis of research objectives and research questions formulated. The data collected was analyzed quantitatively and qualitatively.

The data collected was analyzed using frequencies and percentages. The completed copies of the questionnaires were coded and entered into the computer using the Statistical Package for the Social Sciences (SPSS) software and excel worksheet. Pearson's Correlation coefficient was applied to analyze the data on the basis of research objectives in order to answer the research questions. After the statistical analysis, the data was presented in tables. In qualitative analysis themes emerging from various responses were identified and each theme given a description. The findings were interpreted in reference to theory, practice and experience. The findings were then presented using tables and frequencies distribution.

3.10 Ethical Considerations

Ethics refers to rules of conduct and refers to the researcher's conduct throughout the research process. According to Mugenda and Mugenda (2003), researchers are people who are concerned about other peoples' quality of life. They must, therefore, be people of integrity who would not take research for personal gain or research that had negative effect on others. There are various ethical issues that a researcher should avoid or practice when undertaking research such as confidentiality and privacy, anonymity, Plagiarism and fraud among many others. Involvement of human beings either directly or indirectly in almost all research give rise to ethical issues. Hence, the researcher should make individuals involved assured of confidentiality. Considering the ethical values, the participation of employees was confidential and voluntary. There were no

hard and fast rules to participate in the research process. Questionnaires were distributed among employees who wished to fill them up. Since the questionnaires did not contain any questions regarding full names or any identification, the responses were confidential.

3.11. Summary

In this chapter data collection and analysis techniques were explored. Survey research design was used for this study. Questionnaires and interviews were used to collect data. Descriptive statistics and correlation coefficient were used to analyze data with the help of spss and excel worksheet awaiting presentation by use of tables.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter analyzed the collected data from the questionnaires. The findings were presented in tabular summaries, and their implication interpreted. The study sought to determine the influence of employees' motivation on job satisfaction in government departments at Isiolo county Kenya. Data collection instruments were developed and distributed targeting four government departments with a combined staff population of 520. A sample of 200 respondents was drawn using the stratified random sampling method and then selected using the simple random sampling method from the staff and distributed accordingly in every department in order to participate in the survey. The data collected was analyzed using descriptive and inferential statistical methods for each variable and the results were presented in tables and discussed in the sections below.

4.2 Response rate of the Research Instruments

The expected sample population was 200 respondents of which 196 successfully completed and returned for analysis. This was a representation of 98% of the total respondents which was quite good for the study analysis.

4.3 Respondents Demographics

The study sought to find out background characteristics of the respondents relevant to the study including gender, age, highest level of education, work experience in terms of years and the previous duty stations in order to present a wider view of the research problem.

4.3.1 Gender of the respondents

The gender of the respondents is given in Table 4.1

Table 4.1: Distribution of the respondents according to gender

Gender	Frequency	Percentage
Male	102	52
Female	94	48
Total	196	100

The study used a sample size made up of 52% male respondents and 48% female respondents as shown in the figure above. This signified a near gender parity in the sample of study which represented a gender balance that could offer a neutral or an unbiased approach during the study and therefore gender was not significant to the findings.

4.3.2 Age of the respondents

The age of the respondents is as given in Table 4.2 below

Table 4.2: Distribution of the respondents according to age

Age of the respondents (years)	Frequency	Percentage
19-29	38	19
30-40	76	39
3041-50	59	30
50 and above	23	12
Total	196	100

According to the findings, most of the respondents were aged between 30 and 40 years at 39%, 19% were between 19 and 29 years of age, 30% were aged between 41 and 50 years while 12% were above 50 years. The results show that majority of staff in the government departments were below 50 years and therefore energetic to perform their tasks accordingly. According to my observation, most of the employees were below fifty years since the minimum retirement age in Government departments was fifty years and the maximum being sixty years and thus most of them who had surpassed the age of fifty years had retired.

4.3.3 Level of education and work experience

Table 4.4 below shows the highest level of formal education achieved by the respondents. The data is based on self declaration.

Table 4.3: Level of education of the respondents

Level of education	Frequency	Percentage
O – levels	53	27
Diploma	65	33
Degree (Bachelor’s)	57	29
Masters	18	9
Others	3	2
Totals	196	100

Table 4.3 above indicates that 33% of the respondents in the government departments were in possession of diploma certificates, 27% had O-levels certificates, 29% had bachelors’ degrees,9% had masters degrees and finally 2% had PHDS. This shows that the government departments have potential capacity to deliver services to the public based on the capability of its employees intellectually.

Work experience was sought to give a clearer picture on the competences of the respondents.

Table 4.4: Work experience of the respondents

Work experience (years)	Frequency	Percentage
1 – 5 years	94	48
6 – 10 years	58	30
Above 10 years	44	22
Totals	196	100

Most of the respondents had worked with the government departments for between 1 and 5 years. This is represented by 48%. Those who had worked for more than 5 years but less than 10 years were 30% of the total respondents while those who had worked for more than ten years were 22%.

4.4 Financial incentives

The study sought to determine how financial incentives influence employees' job satisfaction.

4.4.1 The extent of satisfaction with a salary increment

Respondents were requested to indicate their level of job satisfaction with a salary increment. The results are as shown in Table 4.5.

Table 4.5 Levels of job satisfaction with a salary increment

Level of job satisfaction	Frequency	Percentage
Highly satisfied	186	95
Satisfied	7	4
Moderately satisfied	3	1
Not satisfied	0	0
Totals	196	100

According to table 4.5, majority of the employees (95%) were highly satisfied with a salary increment, 4% were satisfied, and 1% were moderately satisfied while none was not satisfied with a salary increment. This is a clear indication that majority of the employees in government departments were highly satisfied with a salary increment which may influence their job satisfaction.

4.4.2 Number of salary reviews between the years 2008-2012

Respondents were required to indicate the number of salary reviews between the years 2000 to 2012 in the various government departments. The results are as shown in table 4.6.

Table 4.6 Number of salary reviews between the years 2008-2012

Level of job satisfaction	Frequency	Percentage
None	0	0
Once	15	8
Twice	51	26
Thrice	130	66
Totals	196	100

According to table 4.6 none of the employees had a salary review between year 2008 and 2012, 8% had a salary review once, 26% had their salaries reviewed twice and 66% had their salaries reviewed thrice between the year 2008 and 2012. This indicated that most employees had their salaries reviewed thrice during the year 2008 and 2012 which might have influenced their job satisfaction.

4.4.3 Levels of job satisfaction with current salary, allowances and annual increments

The respondents were required to indicate their levels of job satisfaction with their current salary, allowances and annual increments. The results are shown in table 4.7.

Table 4.7 Levels of job satisfaction with current salary, allowances and annual increments

Level of job satisfaction	Frequency	Percentage
Highly satisfied	0	0
Satisfied	3	1
Moderately satisfied	7	4
Not satisfied	186	95
Totals	196	100

According to table 4.7, majority of the employees working in government departments (95%) were not satisfied with their current salary, allowances and annual increments, 4% were moderately satisfied, 1% were satisfied and none was highly satisfied. This indicated that employees are satisfied with their jobs when they have more salary and allowances increments' and thus salary and allowances increments' have a direct influence on employees' job satisfaction.

4.4.4 Response on whether employees will resign if offered better terms elsewhere

The respondents were asked whether employees would resign from their current government departments if offered better terms elsewhere. The results are shown in table 4.8 below.

Table 4.8 Response on whether employees will resign if offered better terms elsewhere

Employees response	Frequency	Percentage
Yes	194	99
No	2	1
Total	196	100

According to Table 4.8, most government employees (99%) would resign from their departments if offered better terms elsewhere. However, few of them (1%) would still remain with their current government departments even if they are offered better terms elsewhere because of reasons that needs further research .This showed that employees are heavily motivated by financial incentives and will resign from their organizations to take up appointments in other organizations where terms and conditions are better than their current ones since their job satisfaction will be boosted. This clearly indicates that employees' job satisfaction is heavily dependent upon what the organization offers in form of financial incentives among other factors in order to ensure employee retention and productivity.

4.5 Managers leadership style

The study sought to determine how managers' leadership style influence employees' job satisfaction.

4.5.1 Response on the preferred management's leadership style

The respondents were required to indicate their preferred management leadership styles. A brief definition of each leadership style by the researcher made them understand the difference. The results are shown in table 4.9.

Table 4.9 preferred management's leadership style

Leadership style	Frequency	Percentage
Democratic	141	72
Autocratic	9	4
Leissez Feire	35	18
Bureaucratic	11	6
Totals	196	100

According to table 4.9 most employees (72%) preferred a democratic leadership style, 4% preferred an autocratic leadership style, and 18% preferred leissez feire leadership style while 6% preferred the bureaucratic leadership style. This indicated that most employees were satisfied with their jobs when their managers used a democratic leadership style. The democratic leadership style gives employees an opportunity to exercise their decision making capabilities without interference and thus feel more satisfied with their jobs hence the reason for their preference of the method.

4.5.2 Response on whether respondents would like to be involved in key decisions

The respondents were required to indicate whether they would like to be involved by their senior managers when making key decisions. The results are shown in table 4.10.

Table 4.10 Response on whether the respondents' would like to be involved in key decisions

Respondents response	Frequency	Percentage
Yes	188	96
No	8	4
Totals	196	100

According to Table 4.10, most employees (96%) would prefer to be involved by their senior managers in making key decisions in the various government departments. However, 4% indicated that they would not like to be involved in such key decision because of reasons that require further investigations. Employees felt that once involved in key decisions affecting the organization they becomes part and parcel of it since they are recognized. This implies that employees who are involved while making key decisions will be more satisfied in the job than those who are not involved.

4.5.3 Response on managers' delegation of their tasks to employees.

The respondents were required to indicate whether they would like their managers to delegate their tasks to them in the departments they work in. The results are shown in table 4.11.

Table 4.11 Response on delegation of some tasks to employees by managers

Respondents response	Frequency	Percentage
Yes	191	97
No	5	3
Totals	196	100

According to table 4.11 most employees (97%) would like their managers to delegate some of their tasks to them and a minority (3%) would not like any task to be delegated to them by their managers. Most employees would like to learn new skills while on the job while undertaking more challenging tasks in order to ensure their carrier growth. This indicated that delegation of some tasks to employees directly influences their levels of job satisfaction.

4.6 Staff promotions based on merit and competence policy

The employees in government departments were asked to indicate whether staff promotions based on merit and competence policy affected their job satisfaction. The results were captured in table 4.12.

4.6.1 Response on satisfaction of staff promotions based on merit and competence policy.

The respondents were required to state whether they were satisfied with the policy on staff promotions based on merit and competence in their respective government departments.

Table 4.12 Response on staff satisfaction promotions based on merit and competence policy

Respondents response	Frequency	Percentage
Yes	192	98
No	4	2
Totals	196	100

According to Table 4.12 most employees (98%) were satisfied with a staff promotions based on merit and competence policy. However, a few of them (2%) were not satisfied for reasons that needed further research. Most employees were satisfied with staff promotions based on merit and competence policy since it ensures fairness in promotion practices and thus ensuring employees' job satisfaction. This clearly indicates that most employees would prefer a staff promotions policy that is based on merit and competence and thus their job satisfaction is directly influenced by such a policy.

4.6.2. Response on employees' agreement with promotions based on merit and competence.

The respondents were asked to indicate the extent to which they agreed that employees in their departments were promoted based on their merit and competence.

Table 4.13 Response on concurrence with promotions based on competence policy

Respondents response	Frequency	Percentage
Strongly agree	0	0
Agree	8	4
Neutral	13	7
Disagree	166	84
Strongly disagree	9	5
Totals	196	100

According to table 4.13 most employees (84%) disagreed that staffs in their departments were promoted based on their merit and competence,5% strongly disagreed,7% were neutral, while a minority of 4% agreed that employees in their departments were promoted based on their merit and competence. This clearly indicates that most employees were not satisfied in their jobs with the staff promotions policy thus indicating a direct influence of employees’ promotion policy and job satisfaction. From my observation it was clear that most promotions were not based on merit and competence since most of them were based on nepotism and corruption and thus affecting the employees job satisfaction.

4.7 Staff capacity building

The employees in government departments were asked to indicate whether staff capacity building influenced their job satisfaction. The results were captured in table 4.14.

4.7.1 Response on the number of trainings conducted between years 2008 and 2012.

Respondents were asked to indicate the number of trainings conducted in the respective government departments between the year 2008 and 2012.

Table 4.14 Response on the number of trainings conducted between years 2008 and 2012.

Number of trainings	Frequency	Percentage
None	0	0
1 – 10	8	4
10 – 20	182	93
Above 20	6	3
Totals	196	100

According to table 4.14, none of the respondents said that there was no training conducted during the period 2008 and 2012, 4% of the respondents said that 1 to 10 trainings were conducted during the period.93% said 10 to 20 trainings were conducted during the period while 3% said that the trainings conducted during the period were above 20.This indicates that 10 to 20 trainings were conducted between the years 2008 and 2012.

4.7.2 Response on the extent to which employees trainings has improved job satisfaction.

The respondents were required to indicate the extent to which employees agreed that staff trainings helped to improve their job satisfaction.

Table 4.15 Response on how employees’ trainings have improved job satisfaction.

Respondents response	Frequency	Percentage
Strongly agree	178	91
Agree	13	7
Neutral	5	2
Disagree	0	0
Strongly disagree	0	0
Totals	196	100

According to table 4.13 most employees (91%) strongly agreed that staff trainings helped to improve employees’ job satisfaction.7% also agreed that staff trainings helped to improve employees’ job satisfaction. However, a few of them (2%) were not decided whether staff trainings helped to improve employees job satisfaction for reasons that needed further research while none of them disagreed.

Employees are always motivated by training them on the new developments in their areas of specialization thus making them be abreast in updating of their skills thus being more creative and innovative. This clearly indicates that most employees believed that staff training directly influenced employees' job satisfaction.

4.8. Pearson's Correlation Analysis

A correlation is a number between -1 and +1 that measures the degree of association between two variables. A positive value for the correlation implies a positive association. A negative value for the correlation implies a negative or an inverse association.

Table 4.16 Correlation analysis

		Employees’ job satisfaction	Financial incentives	Managers leadership style	Promotions based on merit and qualifications	Staff capacity building
Employees job satisfaction	Pearson correlation	1				
	Sig. (2 tailed)	0.000				
Financial incentives	Pearson correlation	0.881	1	0.243		
	Sig. (2 tailed)	0.026	0.000			
Managers leadership style	Pearson correlation	0.683		1		
	Sig. (2 tailed)	0.029		0.000		
Promotions based on merit and qualifications	Pearson correlation	0.734			1	
	Sig. (2 tailed)	0.028			0.000	
Staff capacity building	Pearson correlation	0.763				1
	Sig. (2 tailed)	0.027				0.000
	N	196	196	196	196	196

** . Correlation is significant at the 0.05 level (2-tailed).

The analysis of correlation results between financial incentives and employees' job satisfaction shows a strong positive coefficient of 0.881, with a p-value of 0.026 being the level of significance. This indicates a strong positive relationship between financial incentives and employees' job satisfaction. The correlation results between Managers leadership style and employees' job satisfaction also shows a positive coefficient of 0.683, with a p-value of 0.029. This indicates a weak positive relationship between managers' leadership style and employees' job satisfaction. Promotions based on merit, qualifications and competence also indicated a positive correlation of 0.734, with a significance level of 0.028. This indicates a fairly strong positive relationship between promotions based on merit, qualifications and competence and employees' job satisfaction. Finally, staff capacity building also indicated a positive association with employees' job satisfaction of 0.763 with a p-value of 0.027. This indicates a relatively strong positive relationship between staff capacity building and employees' job satisfaction. The correlation is significant at 0.05 level two tailed. The researcher thus concluded that a positive improvement in any of the four variables will have a positive influence on employees' job satisfaction and retrogression in improvement on any of the four variables will have a negative influence on employees' job satisfaction.

This therefore implies that financial incentives contributed most to the employees' job satisfaction followed by staff capacity building, then promotions based on merit, qualifications and competence and finally managers' leadership style had the least influence on employees' job satisfaction.

CHAPTER FIVE
SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND
RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of findings, discussion, conclusions drawn from the analysis of data and the recommendations made. The main objective of this study was to investigate the employees’ motivation factors which influence on their job satisfaction in government departments in Isiolo County, Kenya.

5.2 Summary of findings

The table below presents the summary of the findings in terms of the objectives, the types of analysis and the major findings of the research.

Table 5.1 Summary of major findings

Objective	Types of analysis	Major findings of the research
To determine how financial incentives influences employees job satisfaction.	<ul style="list-style-type: none"> • Frequencies • Percentages • Pearson correlation 	<ul style="list-style-type: none"> • 95% of employees were highly satisfied with a salary increment in their departments. • None of the employees was dissatisfied with a salary increment. • 95% of employees were not satisfied with their current salaries, allowances and annual increments. • 99% of the employees would resign if offered better terms and conditions elsewhere. • The study found a strong positive relationship between financial incentives and employees’ job satisfaction.
To establish how managers leadership style influences	<ul style="list-style-type: none"> • Frequencies • Percentages • Pearson 	<ul style="list-style-type: none"> • 72% of employees preferred a democratic leadership style. • 96% of employees would like to be involved in

employees job satisfaction.	correlation	<p>making key decisions in the government departments.</p> <ul style="list-style-type: none"> • 97% of employees would like their managers to delegate some of their tasks to them in the departments they work in. • The study also found out a weak positive relationship between managers leadership style and employees job satisfaction.
To examine whether promotions based on merit, qualifications and competence influences employees' job satisfaction.	<ul style="list-style-type: none"> • Frequencies • Percentages • Pearson correlation 	<ul style="list-style-type: none"> • 98% of the employees were satisfied with a staff promotions policy based on merit and competence. • 84% of the employees disagreed that employees in their departments were promoted based on merit and competence. • The study revealed a fairly strong positive relationship between promotions based on merit, qualifications and competence and employees' job satisfaction.
To assess whether staff capacity building influences employees' job satisfaction.	<ul style="list-style-type: none"> • Frequencies • Percentages • Pearson correlation 	<ul style="list-style-type: none"> • 91% agreed that employees' trainings helped to improve on their job satisfaction. • None of the employees disagreed that staff trainings did not help them improve on their job satisfaction. • The study finally revealed a relatively strong positive relationship between staff capacity building and employees job satisfaction.

5.3 Discussions of findings

A discussion of the major findings on how financial incentives, Managers leadership style, promotions based on merit, qualifications and competence and staff capacity building influences employees job satisfaction is given below. It helps put the study into perspective, presents the findings in comparison to the findings of other similar studies done before.

5.3.1 Financial incentives

The study found out that majority of the employees were highly satisfied with a salary increment in their departments and none of the employees was dissatisfied with a salary increment. Most of the employees were also not satisfied with their current salaries, allowances and annual increments and would resign from their current positions if offered better terms and conditions elsewhere. Ellis and Pennington (2004) supported the findings by stating that financial incentives have a short-term effect on the motivation levels of employees although they play a critical role in their motivation. Al-Nsour (2012) echoed the sentiments by examining the effects of financial and non-financial incentives at Jordanian university in terms of organizational performance. A significant relation was observed between financial and non-financial incentives and organizational performance in accordance with the data obtained from this study. Moreover, the study showed that financial incentives were highly regarded than non-financial incentives. Naldöken et al. (2011) also supported the findings by examining the financial incentive application on the motivations of employees' at a state hospital in terms of their performance. It was concluded in the study that the medical employees, who benefited from these financial incentives were positively motivated by this application. Pouliakas (2008) also tested the non-monotonic effect of monetary incentives on job satisfaction. In the study, 1998-2005 of the British Household Panel Survey was used to investigate the ceteris paribus association between the intensity of bonus/profit-sharing payments and the utility derived from work. According to the findings of the study, small amounts of financial incentives resulted to a highly important effect on employee satisfaction, whereas large amounts of financial incentives affect them positively. Therefore, the researcher suggested no financial incentive unless sufficient amount of financial incentives were provided. Therefore, from the foregoing discussion, unless an organization provides sufficient financial incentives to its employees, staff turnover will always be a recurrent event since the employees are not satisfied and thus the organization will not be able to meet its goals and objectives.

5.3.2 Managers leadership style

The study found out that a manager's leadership style has a direct influence on the employees' job satisfaction in an organization. The study also found out that most employees in government departments preferred the democratic leadership style and most employees would like to be involved in making key decisions in their departments. They also indicated that they would like their managers to delegate some tasks to them. (Hersey et al., 2001) echoed the findings by stating that through their education, training, and experience, managers develop their personal leadership style. This leadership style is a fundamental concern of managers and researchers (Wood, 1994) due to its effect on subordinates who, it is suggested, work more effectively and productively when their managers adopt a specific leadership style (Mullins, 1998). If managers adopt their subordinates' preferred style giving employees the respect and fair treatment they deserve, then this is seen to lead to job satisfaction, which will affect the functioning of the organization (Spector, 1997). Satisfied employees are absent less, show less job stress, stay at work longer, and make positive contributions to their organizations (Griffin, 2002).

According to Kavanaugh and Ninemeier (2001), there are three factors that determine the type of leadership style: leaders' characteristics, subordinates' characteristics and the organization environment. More specifically, the personal background of leaders such as personality, knowledge, values, and experiences shapes their feelings about appropriate leadership that determine their specific leadership style; employees also have different personalities, backgrounds, expectations and experiences, for example, employees who are more knowledgeable and experienced may work well under a democratic leadership style, while employees with different experiences and expectations require an autocratic leadership style. Some factors in the organization environment such as organizational climate, organization values, composition of work group and type of work can also influence leadership style. However, leaders can adapt their leadership style to the perceived preferences of their subordinates (Wood, 1994). From the foregoing discussion; leaders should always apply the requisite leadership style as the situation demands in order to ensure that the employees are properly guided for the organizational objectives and goals to be achieved effectively and efficiently.

5.3.3 Promotions based on merit, qualifications and competence

The study revealed that most employees in government departments were satisfied with a staff's promotions policy based on merit and competence. However, most employees also disagreed that employees in their departments were actually promoted on merit and competence thus implying that other factors like nepotism, tribalism and corruption influenced promotions in such government departments. This was supported by (Lazear & Rosen, 1981) who stated that Promotion can be used as an incentive tool. It is a way of rewarding the employees for meeting the organizational goals thus it serves as a mean of synchronizing organizational goals with personal goals.

Rosen (1982) also echoed the same sentiments by stating that the deciding factor for the position of any individual in the hierarchy is his talent, higher the level of talent in any individual higher will be his position in the hierarchy. Promotion has its importance due to the fact that it carries with it a significant change in the wage package of an employee (Murphy, 1985). Thus, a raise in salary indicates the value of promotion (Baker et al., 1994). Promotion follows a defined set pattern which is outlined in the employment bond (Doeringer & Piore, 1971). In this highly competitive corporate world, promotion can help the competing firms to trace the most productive participant of one organization to be worth hiring for another organization (Bernhardt & Scoones, 1993). In such a way the promotion highlights an employee in the external environment and realizes his worth in the internal environment.

The impact of wage raise, a result of promotion, is found to be more significant than fixed income on job satisfaction (Clark & Oswald 1996). According to Shields and Ward (2001) the employees who are dissatisfied with the opportunity available for promotion show a greater intention to leave the organization. Pergamit and Veum (1989) also established that greater the chances of promotion the higher will be the job satisfaction of employees.

Apart from job satisfaction, the employee satisfaction is determined by satisfaction with promotion. When employees perceive that there are golden chances for promotion they feel satisfied for the respective place in the organization (De Souza, 2002).

5.3.4 Staff capacity building

The study found out that most employees in government departments were helped by trainings to improve on their job performance and finally on their job satisfaction and none of the employees who disagreed that trainings did not help them improve on their job satisfaction. This was in concurrence with (Modic, 2005) who said that employees are the most important assets companies have that can make a conscious effort for the progress of any industry or business; the effects employees' satisfaction have on an organization's business are numerous. (Carpitella, 2003) also supported the views by stating that businesses that excel in employee satisfaction issues reduce turnover by 50%, increase customer satisfaction to an average of 95%, lower labour costs by 12% and lift pre-tax margins by an average of 4%. Not only are employee turnover, customer satisfaction, labour costs, and pre-tax margins improved by addressing employee satisfaction, but customers, products, and the companies themselves are also positively affected. Profit and growth are stimulated directly (and primarily) by customer loyalty, which is a direct consequence of customer satisfaction and is influenced by customer perceptions of the value of services they receive. Value is created by satisfied, loyal and productive employees.

Hocutt and Stone (1998) concluded that employees, when supplied with autonomy and adequate training to deal with service recovery problems, are more likely to be satisfied. From the foregone discussion, it could be seen that empowerment is a principle that is common among many industries. It is a tool used to accomplish various business goals and almost always leads to satisfied employees and satisfied customers.

5.4 Conclusions

The study concludes that most respondents in government departments were satisfied with a salary increment in their respective departments and none of them was dissatisfied with a salary increment. However, most of the respondents were not satisfied with their current salaries, allowances and annual increments and would resign if offered better terms and conditions elsewhere. Therefore the study concludes that financial incentives strongly influence employee's job satisfaction.

The study also revealed that most respondents in government departments preferred a democratic leadership style and would like to be involved in making key decisions in their respective departments.

Majority of them would also like their managers to delegate some tasks to them in the departments they work in. Therefore the study concludes that a manager's leadership style slightly influences employees' job satisfaction.

The study concludes that most respondents were satisfied with a staff promotions policy based on merit and competence. However, a majority of them disagreed that employees' in their departments were actually promoted based on merit and competence. Therefore the study concludes that promotions based on merit and competence fairly influences employees' job satisfaction.

The study also revealed that most respondents were helped by trainings to improve on their job satisfaction and none of them disagreed that capacity building didn't help them improve on their job satisfaction. Therefore; the study concludes that staff capacity building relatively influences employee job satisfaction.

5.5 Recommendations of the study

Employees should be well remunerated and have financial incentives that are commensurate to their qualifications, experience and performance in order to boost their job satisfaction and finally improve on their productivity.

Managers should mostly apply the democratic style of leadership whereby employees are given ample space and time to execute their tasks. Employees should also be consulted when making key decisions for the organization or government department. This helps to boost on their job satisfaction and finally improve on their productivity which helps the organization meet its goals and objectives.

Promotions for employees should be based on merit, qualifications and competence to ensure that they are satisfied with their jobs and this makes them to improve on their productivity and finally meeting the goals of the organization or government department.

Lastly employees should be continuously trained on their areas of specialty to ensure that they continually remain updated and relevant to their jobs. This ensures that they are satisfied with their jobs and fully conversant with the tasks they are required to undertake. This finally helps the organization or government department achieve its goals and objectives.

5.6 Areas of further Research

The following areas of further research were identified from the study.

Further study should be done on the key performance indicators in order to identify the causal relationship between employees' job satisfaction and key performance indicators. The causal relationships, once identified, will be a useful piece of information in order to improve on employees' job satisfaction.

A study should be conducted on why most employees are not satisfied with their current financial incentives in their work places and why some of them would not like some tasks to be delegated to them by their managers.

A study should also be conducted on why most employees would opt to work elsewhere other than where they are if the terms and conditions are much better.

Lastly, a study should also be conducted why most employees believe that most of the promotions done in their places of work are not based on merit and competence.

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APPENDIX I

Letter of introduction to the respondent

University of Nairobi
Meru extra-mural centre
P.O. Box
Meru

Dear Respondent,

RE: COLLECTION OF SURVEY DATA

I am a postgraduate student at the University of Nairobi Meru extra mural centre. In order to fulfill the degree requirements; I am undertaking a research on **“the influence of staff motivation on job satisfaction: A case study of Government departments in Isiolo County”**.

You have been selected to form part of this study. Therefore, I kindly request your assistance to fill in the accompanying questionnaire.

The information provided will be used exclusively for academic purposes and will be held in strict confidentiality.

Thank you

Yours faithfully

Moses Waithaka

APPENDIX II

QUESTIONNAIRE USED IN THIS STUDY

SECTION A: PERSONAL DATA

1. Gender: Male Female

2. Age: 19-29 yrs 30-40 yrs 41-51 yrs 52 and above

3. Highest level of education:

O-levels Certificate Diploma Degree Masters

Others (specify).....

2. How long have you worked in the government department? 0 - 5 years - 10 years
10 years and above

3. In which government department do you work?

Kenya Forest Service Isiolo

Health department Isiolo

Livestock department Isiolo

Education department Isiolo

4. What is your job title? Senior Manager

Middle level manager

Subordinate staff

SECTION B: FINANCIAL INCENTIVES

1. To what extent are you satisfied with a salary increment in your job?

- a) Highly satisfied.
- b) Satisfied.
- c) Moderately satisfied.
- d) Not satisfied.

2. How many salary reviews have you had between the years 2008-2012?

- a) None
- b) Once
- c) Twice
- d) Thrice

3. Are you satisfied with your current salary, allowances and the annual increments in your government department?

- a) Highly satisfied.
- b) Satisfied
- c) Moderately satisfied
- d) Not satisfied

4. Would you resign from your current department if offered better terms elsewhere?

- a) Yes
- b) No

5. Please comment on how salary increment affects your job satisfaction?.....

.....

SECTION C: MANAGER’S LEADERSHIP STYLE

6. What type of leadership style would like your senior manager to apply?

- a) Democratic
- b) Autocratic
- c) Laissez feire
- d) Bureaucratic

7. Would you like to be involved by your senior managers in making key decisions for the departments you work in?

- a) Yes
- b) No

8. Would you like your managers to delegate their tasks to you in the department you work in?

- a) Yes
- b) No

9. Please comment on the management style used by your senior Manager?.....

SECTION D: STAFF PROMOTIONS BASED ON MERIT

10. Are you satisfied with a staff promotions based on merit and competence policy in your department?

- a) Yes
- b) No

11. To what extent do you agree that staffs in your department are promoted based on their merit and competence?

- a) Strongly agree
- b) Agree
- c) Neutral
- d) Disagree
- e) Strongly disagree

12. In your own opinion how does staff promotion based on merit, qualification and competence affect your job satisfaction?.....

SECTION E: STAFF CAPACITY BUILDING

13. How many training sessions were conducted in your department during the period 2008-2012?

- a) None
- b) 1-10
- c) 10-20
- d) Above 20

14. To what extent do you agree that staff trainings helps to improve employees' job satisfaction?

- a) Strongly agree
- b) Agree
- c) Neutral
- d) Disagree
- e) Strongly disagree

15. In your own opinion how does staff capacity building in your department affect your job satisfaction?.....

APPENDIX III

GOVERNMENT DEPARTMENTS IN ISIOLO COUNTY

SNO.	DEPARTMENT NAME	STAFF TOTAL	COMMENT
1	Kenya Forest Service.	153	
2	District livestock production officer.	35	
3	District Health Officer	203	
4	County director of education.	129	
	TOTALS	520	

Source: Kenya National Bureau of statistics Office -Isiolo

APPENDIX IV

TABLE FOR DETERMINING SAMPLE SIZE FROM A GIVEN POPULATION

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Note: "N" is population size
"S" is sample size.

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