Motivational Strategies For Public Sector Workers in Kenya

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ABSTRACT

The study presented in this paper was aimed at developing motivational strategies for motivating public sector workers in Kenya. To achieve this objective a literature survey was conducted on the various theories and practical approaches on motivating employees. On the basis of the literature survey, nine strategies for motivating employees were identified. An empirical study was undertaken to determine the extent the public sector managers agreed or disagreed that the strategies identified by the study would be effective in motivating employees in their organization. The empirical study also sought to examine the level of motivation in the public service and identify the motivational strategies currently used in the public service in Kenya. The study also solicited for ideas on ways of enhancing employee motivation in organizations. Based on the results of the study an integrated model for enhancing motivation in the organizations was developed and the study recommended the adoption of the model in its entirety by public service organizations in order to improve the levels of motivation in the organization.

1. INTRODUCTION

Organisations today have realised the importance the concept of motivation plays in achieving organisational objectives. As resources increasingly become scarce, organisations seek ways to improve employee productivity without incuring additional costs. Motivation has provided a way for employers to increase employee work performance and commitment to the organisation without allocation of vast resources to employees. Some of the benefits of motivation which have been cited by Robbins (1998: 180 - 181), Robbins (2001:189 - 209) and Gordon (2001:119 - 123) include: increase in productivity and efficiency; decrease in tardiness and absentism; decrease in opposition to changes being effected for the betterment of the organisation; reduction in friction between workers themselves and between workers and management; improvement in relations and the working climate in the organisation; reduction in wastage and accidents in the work place; reduction in employment turnover; reduction in complaints and grievances in organisation; promotion of teamwork; and help and support for other workers by motivated employees. It is important to note that motivation alone does not guarantee good performance and high productivity. The ability (experience and training) of the employee to perform and the availabilty of opportunity play a crucial role in work performance (Robbins, 1998:189).

The public service in Kenya traces its roots to British colonial administration. At the time of independence there was no major change in the structures of the service. Instead, efforts were directed at replacing the departing expatriates with the indigenous Kenyans under a policy referred to as Kenyanization (Republic of Kenya, 2002a: v). The above policy resulted in creation of direct employment of Kenyans, which eventually led to rapid expansion and growth of the civil service and a resultant high wage bill. Over the years the government has not been able to offer competitive remuneration to its employees because of this high wage

bill and this resulted to poor work performance in the service. The poor performance has been a major concern to the government and Kenyan people. The problem indicators include: absenteeism from work, lateness, corruption, theft of government property, high rate of complaints, low quality work output and high turnover of professional staff. It is generally accepted that the Kenyan public sector workers are highly qualified and experienced and that they have the ability to perform. This is attested to by the curriculum vitaes they possess. The major problem in the service is that employees are not motivated to work. In view of the above, the researcher undertook the study aimed at identyfing strategies for motivating the public sector workers in Kenya to improve the performance of the workers.

2. STATEMENT OF THE MAIN PROBLEM

The prevailing situation in the public sector has been characterised by poor work performance and service delivery. The above situation has led to the decline in the growth of the economy from an average GDP growth rate of 2.3 % in the 1990s to 1.1% in 2003 (World Bank report, 2003). It is important to note that the public service provides the enabling environment under which the players in the economy are able to operate effectively and efficiently. One of the the public sector departments which has experienced low motivation is the police department. low motivation in the police force has seen the rise of insecurity across the country, which has resulted in lack of investor confidence. A large number of foreign investors have withdrawn from Kenya citing insecurity as the reason and have moved to countries which they consider safe. This withdrawal, among other factors has contributed remarkably to the decline in the growth of economy. One of the major problems facing the public sector has been identified as low motivation of workers. According to Aseka (2002:4), many of the problems in the public service could be attributed to low levels of motivation the service.

3.0 OBJECTIVES OF THE STUDY

The purpose of this study was to identify strategies for motivating public sector workers in Kenya. More specifically, the objectives of the study were to:

- determine the level of motivation among the public sector workers in Kenya;
- examine the existing motivation strategies used in motivating workers in the public service in Kenya;
- Identify strategies for motivating public sector workers in Kenya

4. 0 RESEARCH QUESTIONS

The study was guided by the following research questions:

1. What motivational strategies are revealed in the relevant literature that will assist the Kenyan public service in motivating employees?

2. What motivational strategies are used in motivating employees in the public service in Kenya?

3. How can the results obtained from the resolutions of sub-problems one and two (above) be combined into an integrated motivational strategy which can be used by the Kenyan public service to improve the motivation of employees to achieve efficiency and effectiveness in service delivery?

5.0. REASONS FOR AND SIGNIFICANCE OF THE STUDY

The performance of the public sector workers in Kenya has been a major concern to the Kenyan people. It has been characterised by low work performance and poor service delivery. The problem indicators include: absenteeism from work, lateness, corruption, theft, a high rate of complaints, low quality work output and high turn-over of professional staff.

There was need therefore to undertake research aimed at developing strategies for motivating the public sector workers in Kenya. The main objective of this research study was to develop strategies for enhancing motivation in order to improve the work performance of the public sector workers. It is generally accepted that the Kenyan public sector workers are highly qualified and experienced and that they have the ability to perform. This is attested to by the curriculum vitaes they possess. It is hoped that the findings of the study will be used to motivate the workers in the public sector to improve performance and service delivery. An efficient and motivated public sector is critical for good governance, delivery of public goods and services, formulation and implementation of economic policy and management of public resources (DPM, 2002b, p. 1).
Johns (1996, p. 158) affirms that motivation has become even more important in contemporary organisations as a result of the need for increased productivity and to be globally competitive.

Opiyo (2004, p. 18) observes that the public service wage bill is 9.6 per cent of the GDP. He states that any further increase in the wage bill could lead to negative economic consequences, such as the rise in inflation rates and general increase in price levels of goods and services. The government therefore is not in a position to spend more money in salary increases to enhance motivation. This is because at the moment the government has no resources to offer salary increase and any further increases (as indicated above) will cause negative economic impact. Therefore, a strategy that will assist in enhancing motivation of employees in the public sector without spending more resources becomes even more appealing.

6.0 THEORETICAL FRAMEWORK

Tosi, Rizzo and Carroll (1994, p. 207) indicate that:

Performance =f(Ability+Motivation).

Robbins (1998, p. 189) adds opportunity to the equation of performance, thus

Performance= f(Ability+Motivation+opportunity).

Robbins (1998, p. 189) argues that even though an individual may be motivated and has the ability to perform, there could be obstacles that constrain opportunity to perform.
Kenyan workers have the ability and opportunity to perform, but they do not have the motivation to perform better.

7.0 RESEARCH DESIGN AND METHODOLOGY

The research design was survey that was intended to investigate the levels of motivation among the Kenyan public sector workers and suggest concrete and practical strategies for motivating them. The following procedure was used to solve the research questions:

- A literature study was undertaken to identify the motivational strategies used in organisations which could also be used to motivate public sector workers in Kenya; and
- An empirical research study consisting of a survey was conducted using a questionnaire that helped to meet the objectives of the study.

Both closed and open-ended questions were used to solicit answers from the respondents. Open-ended questions gave the respondents more freedom to express their views or opinions and also make suggestions. Closed ended questions guided respondents to give the specific responses required by the researcher. The questions asked in the survey were to: establish the level of motivation in the public sector; establish existing motivation strategies in the public service and determine the extent to which the respondents agreed or disagreed that the

strategies proposed by the study would be effective in enhancing motivation of employees in their organisation.

7.1 Study Population

The study targeted senior, middle and line managers in the public service. The public service organization which were considered for study included: The Civil Service, Local Authorities, Public Universities and Parastal organization.

7.2 Sampling Method

The empirical study stratified the organizations under study. The respondents were also stratified into Senior, middle and line managers. Simple random sampling was used in selecting the respondents from each strata. A total of 89 respondents were sampled.

7.3 Scope and Limitations of Study

The Public sector organisations considered for the purpose of this study included: the Civil Service; Local Authorities; Parastatals; Public Universities in two districts, namely: Nakuru and Koibatek in the Rift-Valley province.

8.0 DATA ANALYSIS AND PRESENTATIONS

The data from questionnaire was analysed using both qualitative and quantitative methods. Quantitative techniques were used to analyze the degree of endorsement of the various strategies identified by the study. Bar Charts and frequency distributions tables and percentages were used to present the data. Qualitative methods entailed the use of narratives in describing the data collected. The Pearson correlation instrument was used to analyse the relationships between the various factors under study.

9.0 RESULTS OF THE STUDY

This section will first discuss the findings of the literature review and will follow up with results of analysis of the empirical study. It is important at this point to define the concept of motivation. Kreitner and Kinicki (1998:189) state that the term motivation is derived from the latin word *movere* which means ”to move” and they define motivation as “those psychological processes that cause the arousal, direction and persistence of voluntary actions that are goal directed”. Bagraim (2003:52) defines motivation as “The force within us that arouses, directs and sustains our behaviour”. Greenberg (1996:62) supports the above definitions by stating that motivation is “the process of arousing, directing and maintaining behavior towards a goal.” From the above definitions, motivation can be described as the force that drives employees to perform their tasks to the best level of their abilities.

9.1 Level of motivation in public service organizations

The first objective of the study was to establish the level of motivation in public service organizations. Figure 1 shows the results of the study.

FIGURE 1.

	LEVEL OF MOTIVATION IN ORGANISATION			
	HIGH		LOW	
CATEGORY	**Frequency**	**%**	**Frequency**	**%**
Civil Service	3	8.3%	33	91.7%
Local Authority	5	35.7%	9	64.3
Parastatal	4	23.5%	13	76.5%
Public University	0	0%	22	100%
TOTAL	12	13%	77	87%

It can be observed from figure 1 that level of motivation in the public sector is extremely low. Eighty seven per cent of the respondents indicated that the level
of motivation of employees in their organisation was low while 13 per cent indicated that it was high. The category of organisation which indicated the lowest level of motivation was the Public University (100 per cent low). It was followed by the Civil Service (91.7 per cent low), Parastatal (76.5 per cent low) and the Local Authority (64 per cent low).
The respondents were asked to state what they believed contributed to low levels of motivation in their organisation. Poor remuneration and delay in payment of salaries and allowances topped the list as the major factors that have contributed to low levels of motivation in the public service in Kenya. Stagnation in one job group/position for a long time, inadequate working tools, lack of modern equipment, tribalism and nepotism were also mentioned as the factors which had contributed to low motivation in the public service.

Poor management practices were mentioned as a factor which had contributed to the low levels of motivation in the public service and were manifested in the following forms: Poor job specification; Lack of staff meetings; Overstaffing; Poor employee welfare programmes; Poor communication; Poor management of human resources; Poor recruitment policies; Long and rigid bureaucratic procedures; Arrogant and insensitive management; Poor employee relations; and Poor supervision of employees.

It was also claimed that ineffective training programmes, unqualified managers, erratic retrenchment programmes and poor delegation had also contributed to low levels of motivation. It was also noted that inequity and unfairness in the public service organisations had contributed remarkably to employee demotivation. Inequity was manifested in the following forms: Unfair reward system; Discriminatory career management programmes; Subjective rules and regulations in the work place; Poor job grading in relations to qualifications (people of a higher and lower qualifications were lumped together in one job group); Same rewards for higher and poor performers; Protection of none performers by management; Unfairness in promotion criteria and training opportunities; Favouritism in the general handling of employees; and Unfair disciplinary procedure. The respondents indicated that the level of motivation of employees was also low as a result of the following factors: Lack training opportunities; Lack of career development programmes; Slow advancement in career development; Lack of recognition of employee's contribution; Lack of funds for operations; Lack of allowances for employees; Lack of job security; Lack of job stability; and Poor working conditions.
The respondents also indicated that lack of involvement of employees in the running of the organisation had contributed to lack of motivation. Poor routine work; lack of adequate housing; poor handling of employee's grievances; too much work as a result of understaffing in some departments and bad organisational politics added to the list of factors which had contributed to low motivation in the public service. The respondents added that insufficient funds for training; lack of office facilities and equipment, abuse of the appraisal system, professional rivalry and lack of trust by management had also contributed to low levels of motivation. Other factors also included: Receiving instructions from more than one supervisor; Lack of team work; Corrupt managers; and Lack of strategies for motivating employees. It is generally believed that the factors indicated above have contributed remarkably to low levels of motivation of employees in the public service in Kenya.

The results also indicate a general correlation between the availability of the motivational strategies and the level of motivation in the organisation. There was also a significant

correlation between attendance of motivational training and availability of motivational strategies in the organisation. The organisations which had motivational strategies in place and whose managers had attended motivational training indicated a higher level of motivation compared to those which had no strategies and whose managers had not attended any motivational training. Figure 2 provides a correlation analysis between the availability of the strategies, the attendance of training and the level of motivation.

FIGURE 2

CATEGORY	ATTENDANCE OF TRAINING	AVAILABILITY OF STRATEGIES	MOTIVATION LEVEL (% HIGH)
Public University	50.0%	9.1%	0%
Civil service	55.6%	33.3%	8.3%
Parastatal	76.5%	52.9%	23.5%
Local authority	85.7%	64.3%	35.7%

The results in figure 2 indicate that there is a strong correlation between availability of formal strategies and the level of motivation in the organisation. The correlation is significant at the level of 1 per cent indicating a significant positive correlation. This fact confirms the validity of the main objective of this research study that is to develop strategies for motivating public sector workers in Kenya to enhance efficiency and effectiveness of service delivery. The results confirm that motivation strategies enhance the level of motivation in the organisation. The results in Table 6.4 also show a significant correlation between the attendance of training in motivating employees and the availability of formal strategies in the organisation. The correlation is significant at 5 per cent and this confirms the theory advanced by this study that training managers in motivational skills would enable them to develop motivational strategies in the work place. The above statistics further confirmed that putting in place strategies for motivating employees results in the improvement of the level of motivation of employees in the organisation. The results therefore affirm the significance of this study which aims at developing motivational strategies for enhancing motivation in the public service in Kenya to achieve efficiency and effectiveness in service delivery.

9.2 Strategies used in motivating employees in the public service.

The second objective of the study was to identify the motivational strategies currently used by public service organizations in motivating employees. The results in Table 6.1 and Chart 6.1 show that only 36 per cent of the respondents indicated that their organisation had formal strategies for motivating employees. The results indicate that the majority of the public service organisations had not put strategies in place for motivating employees. The category of organisation that recorded the highest occurrence of strategies was the Local Authority category (64.3 per cent) followed by Parastatal (52.9 per cent), Civil Service (33.3 per cent) and the lowest Public University (9 per cent). The study noted that the availability of motivational strategies had a direct correlation on the attendance of training in motivating employees and the level of motivation of employees in the organisation. The following is a summary of strategies mentioned by the respondents: Salary increment; Improving working conditions; Career development programmes and schemes of service; Commendation letters; Long service awards; Rewarding personal initiatives; Training and development programmes; Good medical cover; Use of employee appraisal system; Annual salary increments pegged on performance; Cash awards to outstanding performance; Provision of

annual leave; End of year staff parties; Rewarding exemplary performance through presidential awards; special allowances; promotions and study tours; Provision of housing/housing allowance; Fostering good relations with the employees.

The respondents of the study were also asked to mention what they believed contributed to high levels of motivation of employees in the organisation. The following is the summary of the recommendations: Providing an adequate salary; Training and development programmes; Recognition of employees; Providing adequate and modern working tools; Job satisfaction; Good working environment; and Well-defined job specification/description. The respondents indicated that building self-esteem among the employees enhances self-worth, self-confidence and motivation to work. Recognising employees and providing them with opportunities for growth could enhance self-esteem. Improving employee's welfare through provision of social amenities, cultivating good employee relations, creating a caring and supportive management environment and a well-cordinated welfare system were mentioned as important strategies for motivating employees.

Some of the respondents mentioned that the provision of financial credit for employees to enable them acquire property (houses and cars) for material empowerment was an important strategy. It was suggested that material empowerment would enhance self-esteem and self-confidence which are important components of employee motivation.

Participative management was mention as an important management approach for motivating employees. Participative management took the form of frequent decision-making consultations between various levels of decision-making process and teamwork. Other management approaches which were suggested are: Management by objectives (MBO); Performance management system; Job design (job enrichment); Job evaluation; and Work specialization. A number of respondents mentioned that maintaining fairness and equity in the organisation was an important approach for motivating employees. It was stated that equity should be observed in the following areas: Staff promotions; The reward system; Training and development opportunities; and Disciplinary procedure.
The respondents further indicated that to ensure equity in staff promotion, it should be based on merit and the following should be considered: Work experience; Level of training; and Level of performance.

The respondents strongly recommended recognition and reward of employee's contribution as important strategies. The following methods of recognition and rewarding employee's superior performance were suggested: Providing parties and entertainment; Providing end of year bonuses; Providing good retirement scheme; Measuring and rewarding high performance; Recognising professionalism; and Paying high allowances.

The respondents also strongly recommended an efficient and effective management system as an important approach for enhancing motivation in the organisation. They mentioned that efficiency and effectiveness in management should result in timely and prompt payment of salaries and other allowances; regular staff reviews and performance appraisal. In addition the respondents suggested that the organisation should also provide the following to enhance motivation in the organisation: Uniforms and protective clothing; Refresher courses; IT facilities (internet and email); Research opportunities; Interaction opportunities between management and employees; Job security; and Job stability.

Placing employees in the right jobs was also mentioned as an important strategy for motivating employees. The respondents indicated that the organisation should place employees in jobs which matched their skills and training.

10.0 INTEGRATED MOTIVATIONAL STRATEGY MODEL

The third objective of the study was to identify strategies for motivating public sector workers in Kenya. This objective was pursued using the following criteria:

(a) Through literature survey which sort to identify both theoretical and practical strategies which have been expounded by scholars adopted by various organizations in motivating employees in organizations.

(b) Undertake an empirical survey to Identify existing strategies utilized by public service organizations in motivating employees and solicit for other strategies from the public service managers which they believed would help in motivating public service employees. The empirical survey also sort to determine the degree of endorsement of strategies identified in the literature review by the public service managers that they would be effective in improving the level of motivation of public service employees.

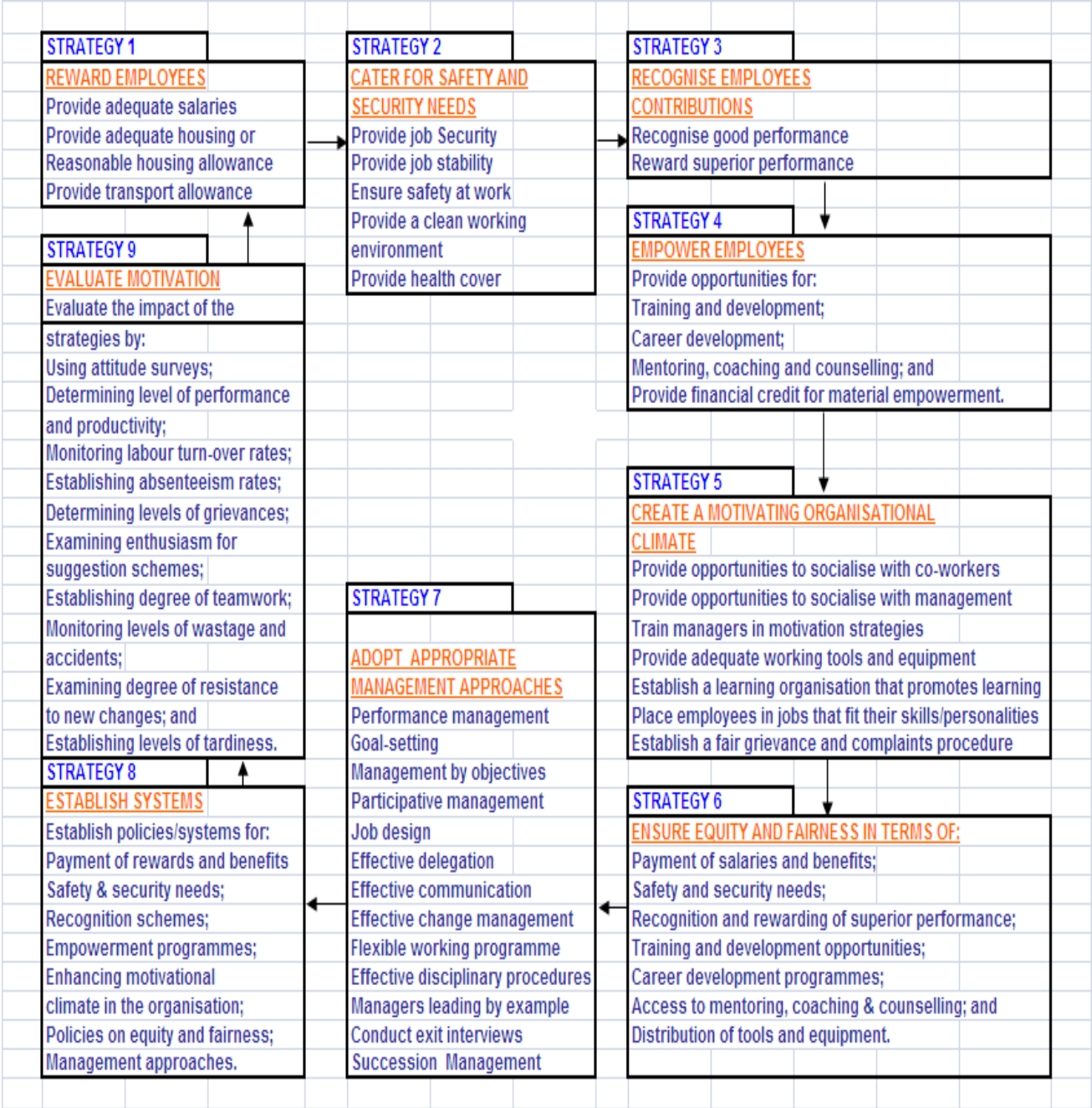
The results in (a) and (d) were integrated into a motivational strategy model for indicated in figure 3. The results of the literature review which was addressing objective one and findings of the research survey which sought to identify the existing motivational strategies and to established the degree of endorsement by respondents of the motivational strategies revealed through the literature were integrated motivational strategy model presented in Figure 3. The model contains nine motivational strategies as indicated below:

STRATEGY 1: REWARD EMPLOYEES ADEQUATELY FOR THEIR WORK

The first strategy in the motivational strategy model ensures that employees have their basic needs satisfied by receiving adequate rewards for their effort. According to Maslow's theory (Greenberg and Baron, 2000:133), people will not function well if their basic needs have not been met. Providing adequate pay will ensure that employees provide the effort needed in the organisation. The salary given to employees should therefore allow them to meet all their basic needs (e.g. food, shelter, clothing, water and transport) and should enable the employees to lead a decent life. In addition to an adequate pay, the employees should be accorded with adequate housing or an adequate housing allowance to enable them to rent decent accommodation. In addition, the organisation should also provide transport to and from the work place or pay a commuting allowance to employees. Some public servants in Kenya were paid commuting allowance, however, it was noted in study that the commuting allowance paid to university staff was not sufficient. There was need to increase this allowance in order to motivate public sector employees. The results of the study indicated that majority of the public service managers supported this strategy and it was endorsed at 83.3 per cent.

STRATEGY 2: CATER FOR SAFETY AND SECURITY NEEDS

The second strategy in the model deals with safety needs of employees. This relates to Maslow’s second level of the hierarchy needs (Nzuve, 1999:39). There is need for the organisation to provide employees with job security and safety in the work place. Employees can only provide the required effort when they feel secure in terms of job security and in an atmosphere where their lives are free from danger. A motivated workforce is a healthy workforce. Sickly or unhealthy employees cannot work. Organisation should ensure that the employees are healthy and have the necessary energy to provide the effort for the



achievement of organisational objectives. Therefore, organisation should be able to cater for the medical needs of the employees while providing a clean and safe working environment that is free from diseases and possible danger. Nzuve (1997:108) argues that organisations have both the legal and moral obligation to provide a healthy and safe working environment as well as ensuring the total well being of their employees. Nzuve believes that organisations should be concerned with employee's general health, both physical and mental for both economic and humanitarian reasons. The employees are the most important resources to any organisation and their total well-being is not only important to themselves but equally so to the employer.

Besides job security, the public service organisations should also provide job stability. The study established that public servants in Kenya and particularly in the civil service were

subjected to regular transfers from one location of the country to another. This practice adversely affected their motivation because frequent transfers resulted in family instability and movement involving diverse ecological zones exposed employees to conditions that could affect their health. The results of the empirical study endorsed the strategies under this category at an average score of 94.4 per cent

STATEGY 3: RECOGNISE EMPLOYEE CONTRIBUTIONS

The third strategy deals with recognition and rewarding of employee's superior efforts. Recognition of good work gives employees a sense of achievement and builds their self-esteem. There is need for managers to recognise exemplary achievement in order to motivate employees to do even better. Recognition programmes may involve a simple "thank you for good performance" to more elaborate rewards, which may include group parties, the employee of the year award, holiday vouchers and even cash awards. Weightman (1999:109) suggest that simple acts such as making eye contact with employees along the corridors, saying "good morning" and smiling can make a difference. According to Weightman, evidence from research shows that people really welcome such gestures and these make employees feel recognised and valued.

It is important to note that rewards should be immediate, timely, specific, accurate and equitable. A performance reward is a form of feedback, which indicates that an employee has excelled in a job (Whetten and Cameron, 2002:311). The results of the survey endorsed the strategies for recognizing employee contribution score of 98.9 per cent.

STRATEGY 4: EMPOWER EMPLOYEES

The fourth strategy in the model incorporates development and growth opportunities, which empower employees while stimulating their motivation. According to Schultz (2003:147) empowerment of employees involves the following: delegating authority from positions with authority to lower positions; increasing accountability at lower levels; developing problem-solving capabilities at lower levels; assisting employees to take charge of their careers and destinies; and helping people to realise their full potential. Schultz (2003:148) indicates that empowerment is usually viewed as a form of employee involvement, which is designed and intended to generate employee commitment and enhances employee contribution to the organisation. The employees are able to improve their performance because empowerment has a motivating effect. This study identified five methods of empowering employees namely: training and development; career development; mentoring, coaching and counseling programmes; and provide financial credit for material empowerment.

The study established that growth and development opportunities in the form of training and development; career development and material development enhance employee's self-esteem, self-respect and approval by others. In addition training, mentoring and coaching equip employees with the right attitudes, knowledge and skills, enabling employees to perform better. Positive feedback on good performance gives employees the motivation to perform even better. On the other hand counselling services enable employees to be mentally stable and fit to work. Financial empowerment enables employees to develop materially by acquiring houses and cars. The respondents proposed that material development enhances self-worth and esteem and these impacts positively on employee motivation. This strategy was endorsed at 91 per cent

STRATEGY 5: CREATE A MOTIVATING ORGANISATIONAL CLIMATE

The fifth strategy deals with the creation of a climate in which motivation of employees is not only stimulated, but sustained as well. The study identified the following strategies as useful in creating and sustaining a motivating climate in the organisation: Proving opportunities to employees to socialise with co –workers; Providing opportunities to employees to socialise with management; Training managers in motivational strategies; Providing adequate working tools and equipment; Establishing a learning organisation that promotes learning; Placing employees in jobs that fit their skills/personalities; and Establishing a fair grievance and complaints procedure. Providing social interaction satisfies the need for affiliation. Socialising enhances employee's self-esteem and satisfies the need for acceptance and approval by others. In addition, socialising accords the employees the opportunity for recognition by other employees and management. Managers should be trained in strategies for the employee motivation to enable them to create and sustain a motivating climate in the organisation. In a research study conducted by Belemu (2000:89) to identify management skills required by middle managers to effectively manage a public hospital in the Eastern Cape in South Africa, it was discovered that managers required more than general and technical skills to effectively manage the modern business environment. Belemu states that today, the focus is on leadership skills such as empowerment, vision and motivation strategies rather than mere possession of general management skills. The above skills are required for a manager to be effective in the work environment. According to Nicholson (2003:20-21), everybody accepts that effective managers motivate with the power of their vision, the passion of their delivery and the compelling logic of their reasoning. Nicholson argues that effective managers create the environment in which the inherent motivation (the natural commitment and drive that most people have) is freed and channeled toward achieving organisational and individual goals.

The organisation should provide the workers with adequate tools and equipment to enable them to perform to their best abilities. Also, availability of tools and equipment ensures that the workers perform effectively and gain satisfaction in their work. It was noted in the study that, the Kenyan government was slow in adopting new technologies and in providing adequate tools and equipment to employees. It was noted in particular that the police force had been unable to cope with the fight against crime because it was ill equipped to fight modern sophisticated crime. In addition, information in most public service organisations was managed using old technology and public universities were not even adequately linked to the Internet. There was a strong need for the government to invest in new technology and provide the requisite tools and equipment to the public service employees in order to enhance their performance and motivation. A learning organisation also creates a motivating climate for employees in the organisation. Establishing a learning organisation will ensure that learning new things becomes part of organisation's culture. Experiencing changes and facing new challenges has a positive effect on the motivation of employees. Learning is a continuous process and motivated employees are excited to learn and experience new challenges while equipping them to cope with the ever-changing environment in the work place. A learning organisation facilitates learning for all its members and continuously transforms itself (Pedler, Boydell, and Burgoyne, 1989:1-8) as quoted by Armstrong (1999:496). There is also a need to ensure that employees are placed in the jobs that fit their skills and personalities. This can be realised through proper recruitment procedure. This strategy was endorsed at 93 per cent.

STRATEGY 6: ENSURE EQUITY AND FAIRNESS IN THE ORGANISATION

The sixth strategy deals with equity in the organisation. There should be equity and fairness for all employees in the organisation. Equity and fairness should be observed in the following organisational practices: rewarding of employees (salaries and benefits); recognition of effort; rewarding of exemplary performance; opportunities for training and development; management of career development programmes; access to mentoring, coaching and counselling programmes; promotions opportunities; distribution of tools and equipment; and access to welfare facilities. Equity is also referred to as organisational justice. Adam's equity theory as cited by Greenberg and Baron (2000:143) state that people are motivated to maintain fair or equitable relationships among themselves and they avoid relationships that are unfair or inequitable. Employees consider two variables while comparing themselves to others. These are: inputs and outputs. Outputs (outcomes) include: pay, fringe benefits and prestige. Inputs are employee contributions and they include: time worked, amount of effort expended, number of units produced and the qualifications for the job. According to the theory of equity, employees compare their inputs and outcomes with others in a similar category. The comparison can result in any of the three different states that are indicated below: overpayment – inequity; underpayment – inequity; and equitable payment (Greenberg and Baron 2000:143).

Greenberg and Baron (2000:143) indicate that if an inequitable situation exists, people will try to make the relationship equitable. The underpaid worker may ask for raise or steal the company property to make up the difference. The person may also start coming to work late, leaving early, taking longer breaks, doing less work or lowering the quality of the work or even quit the job. The overpaid worker on the other hand will try to make the relationship equitable by: putting in more effort by working extra hours to justify the overpayment, or lower income by foregoing some of the extra fringe benefits offered in the organisation. People try to change an inequitable relation into an equitable one. The study noted there was a high degree of disparities in emoluments for employees and there was need to harmonise the employee rewards in the public service. The strategy on equity was endorsed at 94 per cent.

STRATEGY 7: ADOPT APPROPRIATE MANAGEMENT APPROACHES

The seventh strategy deals with management approaches that promote motivation in the organisation. The management systems identified by the study that enhances motivation of employees include: performance management system; goal-setting; management by objectives (MBO); participative management; job design; effective delegation; effective communication; effective change management; flexible working programme; managers leading by example; conducting exit interviews; and change management.

Performance management system integrates employee development and a result-based assessment system. It encompasses performance appraisal, objectives setting for individuals and departments, appropriate training programmes and performance related pay. The appraisal of employees may involve managers, subordinates, peers, employees in other departments and perhaps even customers (Graham and Bennet, 1998:246).

The foundation of an effective motivation programme is proper goal-setting. Goal setting enables employees to plan their course and know their expectations. There should be agreement and acceptance on goal expectations. More importantly, the employees should be involved in setting the goals as studies indicate that performance of groups is significantly higher when they are involved in the setting of goals rather than being assigned. Goal setting,

according to the goal theory by Locke and Latham (Whetten and Cameron, 2002:311), enhances motivation because it mobilises effort, direct attention and encourages persistence and strategy development. Management by Objectives (MBO) is a management system that adopted goal setting as its basic element. According to Graham and Bennet (1998:245) MBO is a system of management, which attempts to improve the performance of the organisation by motivating employees through providing training and integrating personal goals with objectives of the organisation. This management approach allows for the manager and the employee to sit together and agree on the performance objectives and expectations over a given period of time. The work objectives and expectations are quantified for measuring purposes. At the end of the period the manager and the employee sit together and jointly review the achievements or non-achievement of the objectives (Graham and Bennett, 1998:245). Participative management is a management style involving employees in the decision making process.

The performance management system, goal setting and MBO approaches have incorporated participative management as a core activity. In addition, quality circles and teamwork provide appropriate examples for participative management.

Effective delegation is also considered as a participative form of management. Delegation is the process of assigning responsibility and authority to employees for accomplishment of organisational goals. Responsibility and authority is delegated downwards to junior employees. Delegating work motivates employees by enhancing their self-esteem, sense of achievement and recognition. When work is entrusted to employees they feel they are valued and recognised.

A flexible management approach enhances employee motivation as employees are empowered to take charge of the management of their work. Flexible working hours “flextime” and “working from home” are two examples of flexible working programmes. Managers’ leading by example is an important approach that enhances employee motivation. Under this approach the manager’s lead by providing a good example and they act as role models to the rest of the employees. It was noted in the study that management could establish corporate values and ensure that the managers become a source of inspiration by “walking the talk” and “practicing what they preach”. It is important for the organisation to establish the reasons why employees leave the organisation. This will enable the organisation to identify and rectify areas that could be a source of discomfort to employees and therefore causing loss of competent employees. This objective can be achieved through conducting exit interviews. Information obtained from the exit interviews could reveal the underlying causes of lack of motivation and provide ideas on how to improve the motivation of employees in the organisation.

Effective communication is an important tool in enhancing motivation in the organisation. Organisational communication involves communication among organisations, and between units/departments of an organisation whereas interpersonal communication takes place among people. Effective change management is an important management approach in the motivation of employees. It was noted in study that motivated employees are willing to embrace new changes and ready to face new challenges in the work place.

An effective disciplinary approach will go a long way in enhancing the levels of motivation in the organisation. The disciplinary procedure is an effective way of responding to

unacceptable employee behaviour. The disciplinary process attempts to direct all the employee's time and energy into meaningful organisational work. An effective disciplinary system will discourage employees from pursuing behaviours which result in punishment and instead encourage them to pursue behaviour that results in positive rewards.

Succession management is also an important management tool that enhances motivation of employees. Succession management is part of the career management programme of the organisation. It was observed in the study that career management enables the organisation to always be in a position to meet its human resources requirements in the present and future. This management approach has a motivating effect on employees because employees can see that they will be able to grow within the organisation and be promoted to positions that they desire to be, in the future. The employees can clearly project their plans and dreams when the organisation adopts succession management as part of its strategic plan. Succession management, therefore, provides employees with future security in the organisation. This assurance impacts positively on the motivation of employees. The strategies on management approaches were endorsed at 86.2 per cent.

STRATEGY 8: INTRODUCE ORGANISATIONAL SYSTEMS

The eighth strategy of the integrated motivational strategy model deals with organisational systems. Motivation in the organisation can only thrive if it is based and supported by sound organisational systems or structures. It was observed in the study that motivational strategies in the organisation should not be based on interpersonal relations, personalities, friendship or habits, but should be built on policies and systems within the organisation. All the motivational strategies one to seven in the model should be based on effective policies. There is need, therefore, to establish systems and structures for the following: reward system; catering for safety and security needs; recognition schemes; empowerment programmes; equity and fairness monitoring systems; policies which help in the management of the organisational climate; and policies that help in implementing motivational management approaches. This strategy was endorsed at 88.4 per cent.

STRATEGY 9: EVALUATE MOTIVATION IN THE ORGANISATION

The ninth strategy deals with evaluation of motivation in the organisation. The purpose of evaluation of motivation in the organisation is to determine whether the strategies adopted by the organization have impacted positively, resulting in the motivation of employees. Evaluation is undertaken by using the following methods: measuring the levels of motivation by carrying out attitude surveys; determining the level of performance and productivity of employees; monitoring the labour-turnover rates; establishing rates for absenteeism; determining levels of employees grievances; examining enthusiasm for suggestion schemes; establishing the degree of teamwork in the organisation; monitor levels of wastage and accidents; examine degree of resistance to change; and establish levels of tardiness. If the motivation level is high, the strategies will have posted positive results and the management should be able to sustain motivation among employees by using the strategies provided in the model. If the result of the evaluation is negative, the management of the organisation should re-check to find out which strategy was not properly implemented. Upon rectifying the anomaly, the evaluation should be done again to ascertain change in the level of motivation. Perhaps the most effective way of assessing the impact of the strategies is by checking the level of employee work performance and the effectiveness of service delivery in the organisation. If the work performance improves, it means that the strategies have had a positive impact. If there is no change, then there will be need to go through the process more

carefully to ensure that all the strategies are implemented properly. It is recommended that evaluation of motivation in the organisation should be carried out from time to time as part of managing and sustaining employee motivation in the organisation. This strategy was endorsed at 85.6 per cent.

11. CONCLUSION

The aim of this study was to develop motivational strategies for use in motivating public sector workers in Kenya. Nine motivational strategies were developed into an integrated motivational strategy model. The model is based on strategies used by organisations to motivate employees; the motivation theories and models; strategies used by the public service organisations and suggestions from the respondents. The strategies were tested in the public service by establishing to what extend the managers agreed or disagreed that the strategies would be effective in motivating employees in their organisation. All the strategies received suffient support from the respondents except for one strategy which was subsequently deleted from the model. The study in recommends that the integrated motivational strategy model should be adopted and implemented in its entirety by the public service organisations in Kenya to improve the level of motivation and performance among the employees to achieve efficiency and effectiveness in service delivery. The study established that the motivation of employees was essential in improving employee's work performance. Ability to perform is not enough for effective performance. Employees have to be motivated to realise their maximum potential.

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