FACTORS AFFECTING STAFF MOTIVATION:
A CASE OF THE ETHICS AND ANTI-CORRUPTION COMMISSION IN KENYA

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FACTORS AFFECTING STAFF MOTIVATION:
A CASE OF THE ETHICS AND ANTI-CORRUPTION COMMISSION IN KENYA

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Abstract

Purpose: The main purpose of the study was to determine the factors affecting staff motivation at the Ethics and Anti-Corruption Commission.

Methods: The Study used descriptive research design. The target population was 274 and the sampled population was 82. Questionnaires were the main data collection tool. The research questionnaire was pilot tested to determine its reliability and validity before it was used to collect data for the main study. The study generated both qualitative and quantitative data. Analysis of the Quantitative data collected was done using SPSS (Version 22). Data collected was analysed using tables, graphs and descriptive statistics.

Results: The study found that career development, communication, working conditions, division of work and salary greatly influence staff motivation. The findings established communication, career development and salary affected staff motivation at the commission and issues in these areas had low satisfaction levels rating of below fifty percent as rated by the staff of the commission. Further, the findings revealed that working conditions and division of work as factors affecting staff motivation at the Commission had a high satisfaction levels rating with a common rating score of sixty percent and above.

Unique contribution to theory, practice and policy: The study recommended creation of career paths with supporting staff development and training plans to enhance staff engagement. A review of staff policies and procedures manual and a change of terms of service to include permanent and pensionable terms is recommended for consideration by management of the Commission.

Keywords: *Staff motivation, career development, working conditions and Ethics and Anti-Corruption Commission*

1.0 INTRODUCTION

1.1 Background to the Study

Motivation is concerned with why people behave in a certain way and points to the driving force within individuals by which they attempt to achieve a goal in order to fulfil some need or expectation. People's behaviour is determined by what motivates them (Mullins, 2007). Motivation entails why people prefer a particular course of action to others, and why they continue with a chosen action, often over a long period despite some challenges (Mullins, 2010).

According to Spitzer (2007), modern employees are different from those from past generation. In the recent past, work was so important to employees that their lives were their work, and their work was their first priority. This is not the case any more for many employees because other priority areas like family and leisure have taken over. Employees also have much higher expectations for what work can, and should be. Spitzer (2007) reiterates that today's workers want their work to be enjoyable, stimulating, challenging and to thrive at work, not just survive. According to Pan (2011), there are two main kinds of motivation: intrinsic and extrinsic. Intrinsic motivation is internal. It occurs when people are compelled to do something out of pleasure, importance, or desire. On the other hand, extrinsic motivation occurs when external factors compel the person to do something. However, there are many theories and labels that serve as subtitles to the definition of motivation.

1.1.1 Factors Affecting Staff Motivation

In broad terms, theories of motivation can be classified as either content or process theories. Content theories of motivation focus on the factors that motivate people, for example, the role of financial incentive, recognition, status, job satisfaction and achievement. The ideas of Taylor, Mayo, Maslow, Herzberg and McGregor constitute content theories of motivation as they are concerned with specific types of financial and non-financial reward, whether explicitly or implicitly (Wilton, 2013).

According to Maslow, human needs form a hierarchy, starting at the bottom with physiological needs and ascending to the highest need of self-actualization. That, when one set of needs are satisfied they no longer work as motivators as a man seeks to satisfy the next higher-level needs. Physiological needs are the basic necessities of life such as food, water, warmth, shelter, sleep and sexual satisfaction. The second level is security / safety needs, then social needs which include human relations, formal and informal work groups. Fourth type of needs are the Esteem needs which are about power, prestige, status and self-confidence. These needs make people aim high and make them achieve something great. These needs for employees include status symbols as well, awards, promotions, titles, etc. Self-actualization needs are the highest in the hierarchy which is the desire to what one is capable to become (Rao, 2008).

Well-motivated people are those with clearly defined goals who take action that they expect will achieve those goals. Such people may be self-motivated, and as long as this means they are going in the right direction to achieve what they are there to achieve, then this is the best form of motivation. Most people, however, need to be motivated to a greater or lesser degree. The

organization as a whole can provide the context within which high levels of motivation can be achieved by providing incentives and rewards, satisfying work, and opportunities for learning and growth (Armstrong, 2006).

1.1.2 The Ethics and Anti-Corruption Commission (EACC)

The Anti-Corruption Agency was established under the Anti-Corruption and Economic Crimes Act, 2003 (ACECA, 2003). The agency Kenya Anti-Corruption Commission (KACC) was not entirely a new institution and had its two predecessors, the defunct Kenya Anti-Corruption Authority (KACA) and the immediate predecessor, the Anti-Corruption Police Unit (ACPU). The war on Corruption has experienced turbulence during these transitions and KACC had to inherit structures of the Police Unit and set up new ones, revamp its personnel and come up with a more robust vision and mission with a different working philosophy.

With its new mission of combating corruption and economic crimes through law enforcement, prevention and public education, KACC was geared towards achievement of this broad goal (KACC Staff Manual / Governance Manual, 2009). The structure of KACC had as its top organ the Advisory Board which comprised of twelve members nominated from across various sectors representing various interests. To deliver on its mandate, the Commission had four directorates which were headed by Assistant Directors. These directorates were Investigations and Asset Tracing, Legal Services and Asset Recovery, Preventive Services and the directorate of Finance and Administration. The Commission had an establishment of 274 and was set to grow to 366 by 1st July 2011. KACC had a branch network comprising of two Regional offices set up in Mombasa and Kisumu and was geared to open more regional offices to have a presence in all the other former Provincial Headquarters by first quarter of the year 2013 (KACC/EACC,2005-2012).

The Anti-Graft Agency structures have been undergoing a transformation from the defunct Kenya Anti-Corruption Authority (KACA) and the immediate predecessor, the Anti-Corruption Police Unit (ACPU) (KACC Staff Manual / Governance Manual, 2009). This has resulted into frequent changes of leadership following the transition to the successive agencies and legal challenges raised in court about its constitution and authority of the acting Secretary (EACC Annual report, 2011-2012). Such an environment has an impact on employee motivation as it creates uncertainty and institution instability leading to job insecurity and poor staff performance.

Changes in staff policies based on the Acts of parliament introduced new structures bringing forth new leadership philosophies and expectations (ACECA 2003 & EACC Act 2011). The Ethics and Anti-Corruption Commission Act 2011 formed the basis for the Ethics and Anti-Corruption Commission of Kenya (Constitution of Kenya, 2010). Motivation is the force that energizes, directs and sustains behaviour. High performance is achieved by well-motivated people who are prepared to exercise discretionary effort, i.e. independently do more than is expected of them (Armstrong & Taylor, 2017).

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It is against this background that this study sought to investigate factors affecting staff motivation at the Kenya Anti-Corruption Commission (KACC), presently transformed to the Ethics and Anti-Corruption Commission (EACC).

1.2 Statement of the Problem

Managing employees has ever been such a daunting task (Spitzer, 2007). The Commission has faced challenges in managing employees. According to KACC/EACC Annual Reports published between the years 2005 and 2012, the Commission has waged the fight against corruption, focusing on the powerful and influential individuals and leaders. Internally though, staff have been anxious and uncertain over the legal changes over the transition towards the new Ethics and Anti-Corruption entity in the new constitutional dispensation.

Pressure has been building on the employee to perform as per the expectations of the Commission, which on the other hand, receives public pressure to produce results. Facing Human Resource capacity challenges, legal challenges, budgetary constraints and high political temperatures, both the employee and the Commission are hard pressed (AFRICOG, 2009). The Cemetery scandal touching on the Nairobi City Council in the year 2010 and the leakage thereafter of information which was meant for senior government officials exposed the Commission (PCLA, 2010). This incident questions the levels of staff loyalty

The staff strength of KACC/EACC was between 260 and 280 during the period 2009 to 2011 (KACC/EACC Staff Establishment Reports: 2009 - 2011). This number of officers was expected to serve a population of about 40 Million Kenyans (Kenya National Bureau of Standards (KNBS) report "Kenya facts and figures 2012"). According to Transparency International Corruption Perception Index (CPI) report of 2011, Kenya is rated as a country with a high rate of corruption levels at a score of 2.2 out of 10 being number 154 out of 183 countries. The CPI report for the year 2010 was a score of 2.1 out of 10, ranked number 154 out of 178 while for 2009 was a score of 2.2 out of 10, ranked number 146 out of 180. For all the three years, the corruption levels were high and no improvement was achieved. For EACC to deliver then, there should be adequate staff capacity and the employees need to be adequately satisfied to stimulate motivated behaviour in order to attain organizational goals. There is therefore a need to investigate the factors that affect motivation to utilise the information to raise the levels of motivation at the EACC. In the above regard, the study sought to determine the factors that affect staff motivation at the Ethics and Anti-Corruption Commission to provide information to be applied to energize the staff and stimulate positive behaviour towards work for improved performance.

2.0 LITERATURE REVIEW

A career is all the jobs that are held during one's working life. Edwin B. Flippo defined a career as a sequence of separate but related work activities that provides continuity, order and meaning in a person's life. Douglas T. Hall defined a career as "an individually perceived sequence of attitudes and behaviours associated with work related experiences and activities over the span of the person's life. Wrether and Davis defined various terms of career planning and according to

them, career goals are the future positions one strives as part of a career while career planning is the process by which one selects career goals and the path to these goals. On the other hand, career development is those personal improvements one undertakes to achieve a personal career plan. Career management is the process of designing and implementing goals, plans and strategies to enable the organisation to satisfy employee needs while allowing individuals to achieve their career goals (Rao, 2008).

According to Armstrong (2009) employee communication processes and systems provide for 'two-way communication'. That, in one direction they enable organisations to inform employees about matters that will interest them and in the other, they provide for upward communication by giving employees a voice. Communication is concerned with the exchange of information and ideas within an organization. Hence Management and individual managers are expected to communicate to employees about terms and conditions of employment, what they are expected to do, learning and development opportunities, working arrangements, changes to conditions of employment, working arrangements and requirements, or structure and policies of the organization. On the other side, as Armstrong indicates, employees need the opportunity to communicate upwards their comments and reactions to what is proposed will happen or what is actually happening in matters that affect them; for example, pay and other terms of employment, working conditions, work-life balance, equal opportunity, job security, health and safety, and learning and development programmes.

Armstrong (2009), states that an enabling, supportive and inspirational work environment creates experiences that impact on engagement by influencing how people regard their roles and carry them out. Similarly, an enabling environment will create conditions that encourage high performance and effective discretionary behaviour. These include work processes, equipment and facilities, and the physical conditions in which people work. A supportive environment will be one in which proper attention is paid to achieving a satisfactory work life balance, emotional demands are not excessive, attention is paid to providing healthy and safe working conditions, job security is a major consideration and personal growth needs are taken into consideration. An inspirational environment will be where the organization has a clear vision and a set of integrated values that are embedded, collective, measured and managed.

According to Saleemi (2009), since an organisation is a structure of human association for the achievement of common goals, it involves individuals and groups of individuals. Some division of work is done when two or more people join together to perform certain tasks. Properly or improperly, fairly or unfairly, work is divided among those who participate in a productive organisation. With effective planning and organization in an enterprise, the division of labour leads to a fixing of responsibility, the delegation of authority, specialisation, and other conceptual schemes which are frequently called the principles of an organization.

According to Monappa & Siyaddain (2006), a sound compensation package should encompass factors like adequacy of wages, social balance, supply and demand, fair comparison, equal pay for equal work, and work measurement. The concept of adequacy has two components, the internal and external. The internal component has a link with fair wages concept, i.e. for a given

job, is the money compensation adequate for an employee to maintain a decent standard of living, is the money wage adequate to cover basic needs, such as housing, food, transport, medical care, children's education and the possibility of some saving for a contingency. The external adequacy would be in relation to comparable jobs in other industries with similar background requirements. The wage compensation for a particular job should not be less than what it can command elsewhere. The compensation plan should be productivity based and must be able to motivate the workers and get the best out of them.

3.0 METHODOLOGY

The Study used descriptive research design. The target population was 274 and the sampled population was 82. The study was conducted across the four directorates of Ethics and Anti-Corruption Commission at the head offices in Nairobi. Questionnaires were the main data collection tool. The research questionnaire was pilot tested to determine its reliability and validity before it was used to collect data for the main study. The study generated both qualitative and quantitative data. Analysis of the Quantitative data collected was done using SPSS (Version 22). Data collected was analysed using tables, graphs and descriptive statistics

4.0 RESEARCH FINDINGS AND DISCUSSION

4.1 Demographic Data
4.1.1 Distribution of Respondents by Grades

The study categorized respondents in terms of their grades. The responses given are as presented in Table 1 below.

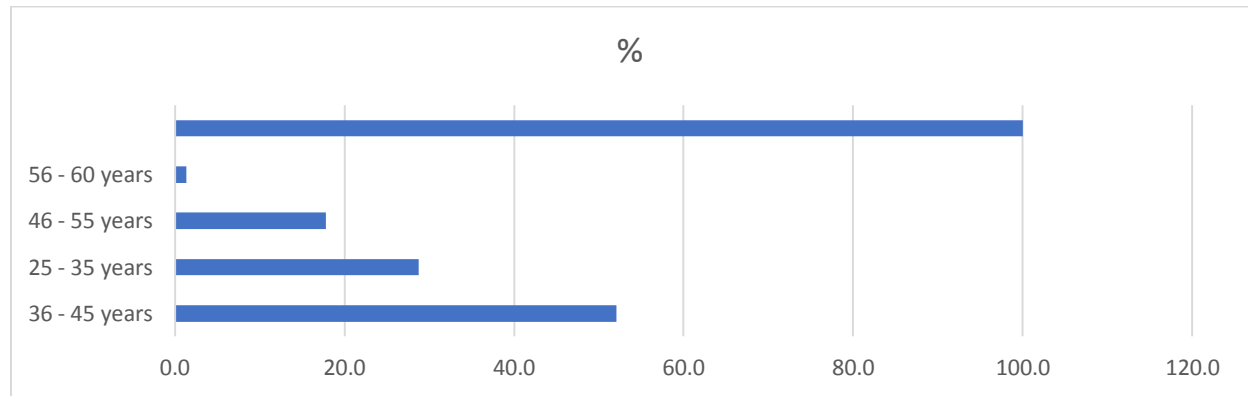**Table 1: Distribution of Respondents Based on their Grades**

Grade	Respondents/Frequency	Percent
4	4	5.5
5	9	12.3
6	8	11.0
7	4	5.5
8	20	27.4
9	5	6.8
10	11	15.1
11	9	12.3
12	3	4.1
Total	**73**	**100**

The researcher sought to have statistics of the distribution of respondents based on their grades. In terms of the analysis done based on the respondents who indicated their grades, officers at grade eight (8) were the highest in number at 27.4% (20) of the respondents. This is the grade that has the highest number of officers at the Commission and is at operational level. The

distribution of respondents based on their grades is represented in table 1 as shown above and indicates that the various grades of the Commission were represented in the research.

4.1.2 Distribution of Respondents According to their Age

The Researcher sought to find out the distribution of respondents according to their age. The feedback provided was as follows:

Figure 1: Distribution of Respondents According to their Age

The study aimed to establish the age brackets of the respondents in the study. According to the data collected, the majority of the respondents were of the age bracket of 36 to 45 years who were 52.1% (38) of the respondents who answered this question. Respondents under the category of the age bracket of 25 to 35 years were 28.8% (21) while 17.8% (13) were from the age bracket of 46 to 55 years. Only 1.4% (1) of the respondents belonged to the age bracket of 56 to 60 years. This indicates that most of the workers are between the age bracket of 36 to 45 years as the target group was cutting across the various grades of the staff and directorates at the Commission. Information on age distribution is important for succession planning purpose and career development. The figure 1 above represents the distribution of respondents according to their age.

4.1.3 Distribution of respondents according to their marital status

Table 2: Distribution of Respondents According to Marital Status

Marital Status	Frequency	Percentage
Married	64	87.7
Single	8	11.0
Widowed	1	1.4
Total	**73**	**100**

The study also wanted to establish the marital status of the respondents. Results revealed that most of the respondents are married as illustrated above in table 2 by a percentage of 87.7% (64) while 11.0% (8) were single, and 1.4% (1) widowed.

This indicates that issues of work life balance are very important to the Commission staff as these are family members and they require time with their families.

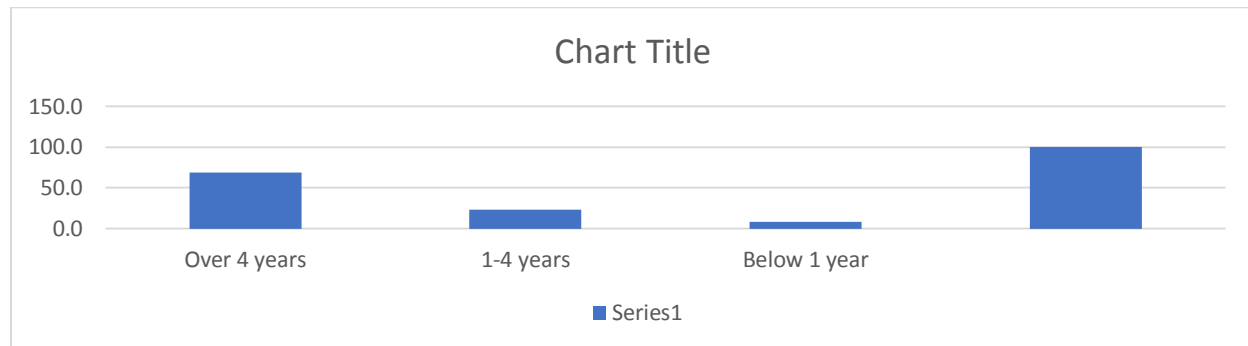### 4.1.4 Distribution of Respondents According to their Gender

Table 3: Distribution of Respondents According to Gender

Sex	Frequency	Percentage
Male	48	65.8
Female	25	34.2
Total	**73**	**100**

The table 3 above shows a majority 65.8% (48) of the respondents were male while female respondents were 34.2% (25). The response rate here indicates positively on diversity and that EACC strives to be an equal opportunity employer in respect of the 1/3 gender rule in the Public Service.

4.1.5 Distribution of Respondents According to their Length of Service

The Researcher sought to find out the distribution of respondents according to length of service.

Figure 2: Distribution of respondents according to length of service

The result of the study indicated that most 68.5% (50) of the respondents have served the Commission for over four (4) years while 23.3% (17) indicated that they had served the institution for a period between one and four years. Those who indicated to have served the Commission below one (1) year were only 8.2% (6). It is important to note that the Commission's Salary scales are pegged on four notches, that is, four-year increments only. This is an indication from the findings that a majority of officers have reached the maximum salary. A salary review may hence be imminent to manipulate the money factor to motivate officers. Since the jobs are on contractual basis, it can be observed that most of these officers may have reached their career plateaus. The distribution of respondents according to length of service is represented by figure 2 above.

4.1.6 Distribution of Respondents by Directorates

Table 4: Distribution of Respondents by Directorates

Directorate	Frequency	Percentage
Finance and Administration	33	45.2
Investigations and Asset Tracing	14	19.2
Preventive Services	14	19.2
Legal Services	12	16.4
Total	**73**	**100**

The study also sought to get the distribution of the respondents within the four directorates of EACC. The results revealed that 45.2% (33) of the respondents were from the support functions of Finance and Administration directorate, both Investigations and Asset Tracing and Preventive Services each had 19.2% (14) while Legal services had 16.4% (12) of the respondents. This indicates that all directorates were represented with the majority from the support. The table 3 above represents distribution of respondents by directorates.

4.1.7Distribution of Respondents Based on How Satisfied They Are to Work with EACC

The Researcher sought to find out the distribution of respondents based on how satisfied they were working with the Commission. The following here below was the response by the respondents on the subject matter.
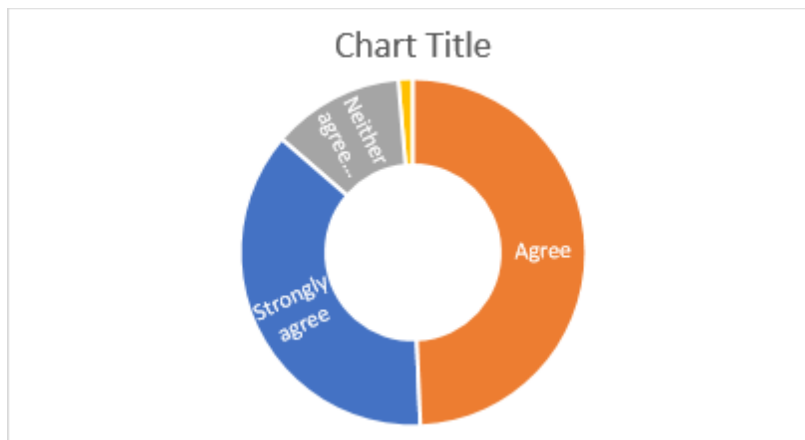
Figure 3: Satisfied to Work with EACC and Can Recommend a Friend to Work with EACC

When the respondents were asked whether they were satisfied to work with EACC and can recommend a friend to work with EACC, 37% (27) strongly agreed, 49.3% (36) agreed, 12.3% (9) neither agreed nor disagreed while 1.4% (1) disagreed. Most of the respondents, 86.3% (63), agreed with the statement while only 13.7% (10) either disagreed with the statement or could not commit themselves. This indicates that staffs of EACC are satisfied to work with the institution and can recommend a friend to EACC as presented in Figure 3 above. This feedback gives EACC an advantage when packaging motivation programs to its officers who are already positive with their institution.

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4.2How Career Development Influence Staff Motivation

Table 5: How Career Development Influence Staff Motivation at EACC

Observation	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
My personal development and career growth is facilitated	10.96% (8)	31.51% (23)	17.81% (13)	26.03% (19)	13.70% (10)
Training and education opportunities are facilitated fairly to employees	2.74% (2)	35.62% (26)	23.29% (17)	24.66% (18)	13.70% (10)
Promotion (advancement) opportunities are competitive based on availability of vacancies	2.74% (2)	26.03% (19)	27.40% (20)	24.66% (18)	19.18% (14)
Employees are given an enabling (conducive) environment to advance their aspirations / needs for professional advancement	5.48% (4)	32.88% (24)	30.14% (22)	20.55% (15)	10.96% (8)
Training programs undertaken are relevant to work	10.96% (8)	47.95% (35)	19.18% (14)	17.81% (13)	4.11% (3)
Employees are rotated to attain exposure	1.37% (1)	9.59% (7)	15.07% (11)	39.73% (29)	34.25% (25)

When respondents were asked whether EACC facilitates their personal development and provide career growth, 10.96% (8) strongly agreed while, 31.51% (23) agreed, 17.81% (13) neither agreed nor disagreed, 26.03% (19) disagreed and 13.70% (10) strongly disagreed. This indicates that the percentage of the respondents who strongly agreed and agreed against those who neither agreed nor disagreed, disagreed and strongly disagreed is 42.47% against 57.53%. This statistic indicates that EACC needs to address the issue of staff personal development and career growth. Table 5 represents the respondents' feedback on whether EACC facilitates their personal

development and provides career growth. Bernadin (2006) indicated that career development practices are designed to enhance the career satisfaction and to improve organisational effectiveness. Thus, the above statistics implies that EACC should look into the issue of Career development to improve motivation of employees hence its organisational effectiveness.

When respondents were asked if EACC facilitated training and education opportunities to its employees fairly, 2.74% (2) strongly agreed, 35.62% (26) agreed, 23.29% (17) neither agreed nor disagreed, 24.66% (18) disagreed while 13.70% (10) strongly disagreed. This is can be further analysed to imply that 38.36% (28) of staff felt that training and education opportunities are not fairly administered at the Commission against a same number of 38.36% (28) who agreed with the statement. Management therefore needs to review training and education programme and training policies through involving staff to find solutions on fairness in the implementation of training programme. Table 5 represents the respondents' feedback on whether EACC facilitated training and education opportunities to its employees fairly.

When respondents were asked whether EACC provides promotion or advancement opportunities competitively based on availability of vacancies, only 2.74% (2) strongly agreed, 26.03% (19) agreed, 27.40% (20) neither agreed nor disagreed, 24.66% (18) disagreed while 19.18 (14) strongly disagreed. This indicates that 43.84% (32) of the respondents do not hold the view that EACC provides promotion or advancement opportunities competitively based on availability of vacancies against 28.77% (21) who agreed with the statement. This may cause dissatisfaction to officers and Management needs to address the matter. Table 5 represents the respondents' feedback on whether EACC provides promotion or advancement opportunities competitively based on availability of vacancies.

When the question of whether employees are given an enabling environment to advance their aspirations or needs for professional advancement was analysed, it indicated that 5.48% (4) strongly agreed with the statement, 32.88% (24) agreed with the statement, 30.14% (22) neither agreed nor disagreed, 20.55% (15) disagreed while 10.96% (8) strongly disagreed. Hence, 31.51 % (23) did not agree with the statement that employees are given an enabling environment to advance their aspirations or needs for professional advancement while 38.36% (28) agreed with the statement. This shows that EACC needs to address the issue of providing an enabling environment for its officers to advance their aspirations. Table 5 represents the respondents' feedback on whether EACC employees are given an enabling environment to advance their aspirations or needs for professional advancement was analysed.

Respondents gave their views on whether training programs undertaken are relevant to work and 10.96% (8) strongly agreed with the statement, 47.95% (35) agreed, 19.18% (14) neither agreed nor disagreed, 17.81% (13) disagreed with the statement and 4.11% (3) strongly disagreed. The view of the majority, that is 58.90% (43), is that training programs are relevant although the Commission needs to initiate an open talk to officers in a view of rectifying the issue of trainings undertaken that may not have been relevant to the work they perform which was the view of 21.92% (16) of the respondents. Table 5 above represents results on whether training programs undertaken are relevant to work.

When respondents were asked whether employees are rotated to attain exposure, 1.37% (1) strongly agreed with the statement, 9.59% (7) agreed, 15.07% (11) neither agreed nor disagreed, 39.73% (29) disagreed with the statement while 34.25% (25) strongly disagreed. This is an indication that job rotations are rarely done. Employees will eventually become bored of the routine work and change is normally encouraged. Table 5 above represents results on whether employees are rotated to attain much exposure.

4.3 How Working Conditions Affect Staff Motivation

Table 6: How Working Conditions Affect Staff Motivation at EACC

Observation	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
EACC has adequate safety and health standards	12.33% (9)	57.53% (42)	13.70% (10)	13.70% (10)	2.74% (2)
EACC has provided its employees with the necessary and adequate tools of work i.e. printers, stationery, management and operational ICT systems, work stations and the like to facilitate management and operational efficiency.	17.81% (13)	49.32% (36)	16.44% (12)	15.07% (11)	1.37% (1)
My working tools are well maintained and increase my efficiency in operations	9.59% (7)	46.58% (34)	23.29% (17)	17.81% (13)	2.74% (2)
Employee policies are properly and fairly administered in EACC	8.22% (6)	30.14% (22)	31.51% (23)	21.92% (16)	8.22% (6)
Changing the terms of service from contractual to permanent employment will enhance staff motivation	43.84% (32)	21.92% (16)	10.96% (8)	17.81% (13)	5.48% (4)
I feel secure about my job security as long as I do a good job	20.55% (15)	47.95% (35)	17.81% (13)	8.22% (6)	5.48% (4)
My place of work is well ventilated and provides a conducive working environment	10.96% (8)	41.10% (30)	15.07% (11)	26.03% (19)	6.85% (5)

Respondents were positive that EACC has adequate safety and health standards with 12.33% (9) strongly agreeing, 57.53% (42) agreeing, 13.70% (10) neither agreed nor disagreed, another

13.70% (10) disagreed with the statement while 2.74% (2) strongly disagreed. Hence, 69.86% (51) of the respondents agreed with the statement against 16.44% (12) that either disagreed or strongly disagreed. Adequate safety and health standards enable an organisation to have a healthy work force hence reduces medical costs and also interruptions of services due to sick offs.

When respondents were asked if EACC had provided the necessary tools of work, for instance, printers, stationery, among others, 17.81% (13) strongly agreed with the statement, 49.32% (36) agreed, 16.44% (12) neither agreed nor disagreed, 15.07% (11) disagreed with the statement while 1.37% (1) strongly disagreed. Hence, most of the respondents, 67.12% (49), agreed with the statement that EACC has provided its employees with the necessary tools of work, for instance, printers, stationery, among others, while a smaller number, 16.44% (12), either disagreed or strongly disagreed. Provision of necessary tools of work to employees is the major way to enable them to accomplish their tasks and realise targets set. Further, when respondents were asked whether their working tools were well maintained and increase their efficiency in operations, 9.59% (7) strongly agreeing, 46.58% (34) agreeing, 23.29 (17) neither agreeing nor disagreeing, 17.81% (13) disagreeing with the statement while only 2.74% (2) strongly disagreeing. Most of the respondents, 56.17% (41), agreed with the statement against 20.55% (15) either disagreeing or strongly disagreeing. This is positive feedback to EACC as it indicates that working tools are well maintained based on the majority view. Well maintained tools increase efficiency of the workers.

The researcher also wanted to establish whether employee policies are properly and fairly administered in EACC. The result of the study reveals that 8.22% (6) strongly agreed with the statement that employee policies are properly and fairly administered, 30.14% (22) agreed, 31.51% (23) neither agreed nor disagreed, 21.92% (16) disagreed and 8.22% (6) strongly disagreed. There is a cause for concern on the issue of proper execution of policies and fairness based on a further analysis which shows that 30.14% (22) disagreeing or strongly disagreeing and 31.51% (23) un-decided while 38.36% (28) who either agreed or strongly agreed. It can be noted that when the question of whether EACC facilitated training and education opportunities to its employees fairly, 38.36% (28) officers of staff felt that training and education opportunities are not fairly administered at the Commission. This is an area that the Commission may wish to investigate further to ensure fair administration of policies. Further the researcher wanted to find out whether change of terms to permanent and pensionable could create a working environment that would uplift staff motivation. From the analysis, it is clear that 43.84% (32) of the respondents strongly agreed with the statement that change of terms to permanent and pensionable will enhance staff motivation, 21.92% (16) indicated they agreed, 10.96% (8) neither agreed nor disagreed, 17.81% (13) disagreed with the statement while 5.48% (8) strongly disagreeing. This is an indication that most of the respondents preferred a change of terms to permanent and pensionable hence Management should consider this issue.

When the respondents were asked whether they feel secure about their job security as long as they do a good job, 20.55% (15) strongly agreed with the statement, 47.95% (35) agreed, 17.81% (13) neither agreed nor disagreed, 8.22% (6) disagreed with the statement while 5.48% (4)

strongly disagreed. This is an indication that majority (68.50% (50)) of the respondents felt that there is job security as long as they do a good job. The researcher also wanted to establish whether the place of work was well ventilated and provided a conducive working environment which could be a source of motivation to employees. A good number of respondents, 10.96% (8), strongly agreed with the statement, 41.10% (30) agreed, 15.07% (11) neither agreed nor disagreed, 26.03% (19) disagreed with the statement while 6.85% (5) strongly disagreed. This indicates that although a majority of the respondents 52.06% (38) are positive, the Commission needs to look into the matter and create the place of work and the working environment more conducive for the workers to address the concerns of the 32.88% (24) of the respondents who did not agree with the statement.

4.4How Division of Work Affect Staff Motivation

Table 6: How Division of Work Affect Staff Motivation at EACC

Observation	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
I am passionate about my job	56.16% (41)	34.25% (39)	9.59% (7)	0% (0)	0% (0)
Work pressures are at acceptable levels	20.55% (15)	53.42% (39)	10.96% (8)	12.33% (9)	2.74% (2)
Absenteeism levels are on the increase	2.74% (2)	10.96% (8)	26.03 (19)	43.84% (32)	16.44% (12)
Staff are motivated through Job enrichment	4.11% (3)	24.66% (18)	32.88% (24)	28.77% (21)	9.59% (7)
Staff are motivated through Job enlargement	5.48% (4)	32.88% (24)	28.77% (21)	26.03% (19)	6.85% (5)
My job is quite challenging	28.77% (21)	47.95% (35)	13.70% (10)	9.59% (7)	0% (0)
Supervisors have keen interest on improving work in their Departments	13.70% (10)	46.58% (34)	24.66% (18)	10.96% (8)	4.11% (3)
Employees are empowered.	8.22% (6)	39.73% (29)	23.29% (17)	20.55% (15)	8.22% (6)
The spirit of team work is upheld	12.33% (9)	50.68% (37)	16.44% (12)	16.44% (12)	4.11% (3)
My supervisor is approachable and ready to assist in work related matters	32.88% (24)	45.21% (33)	8.22% (6)	9.59% (7)	4.11% (3)
One can make a good work life balance	9.59% (7)	54.79% (40)	17.81% (13)	15.07% (11)	2.74% (2)

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As indicated in table 6, when the researcher asked the question whether respondents were passionate about their job, 56.16% (41) strongly agreed, 34.25% (25) agreed and only 9.59% (7) neither agreed nor disagreed, none disagreed with the statement. Hence, 90.41% (66) agreed with the statement that they are passionate about their jobs against 9.59% (7) who were indecisive. The result implies that the Commission need to assist officers who may have challenges to ensure that they are passionate about their work

When respondents were asked whether work pressures are at acceptable levels, 20.55% (15) strongly agreed with the statement, 53.42% (39) agreed, 10.96% (8) neither agreed nor disagreed, 12.33% (9) disagreed and 2.74% (2) strongly disagreed. Hence, 10.9% (8) are unsure and 15.07% (11) hold the view that work pressures in their jobs are not at acceptable levels. This indicates that a majority of the respondents, 73.97% (54) agreed with the statement that work pressures are at acceptable levels. Too much work pressures may affect the work life balance and the health of the officers which may have a negative effect to the organization in terms of costs and productivity.

When the researcher sought the views from respondents on whether absenteeism levels are on the increase, only 2.74% (2) strongly agreed with views of the statement, 10.96% (8) agreed, 26.03% (19) neither agreed nor disagreed, 43.84% (32) disagreed with the statement that absenteeism levels are on the increase and 16.44% (12) strongly disagreed. The results show that most of the respondents, 60.28% (44), do not agree with the statement that absenteeism is on the increase. Attendance sheets are normally not administered at the Commission and the clocking in machine at the entrance had not been working for a long time even during the study hence it has been a challenge to monitor staff attendance.

When respondents were asked whether EACC properly motivates its staff through job enrichment, 4.11% (3) strongly agreed with the statement, 24.66% (18) agreed, 32.88% (24) neither agreed nor disagreed, 28.77% (21) disagreed with the statement that EACC properly motivates its staff through job enrichment while 9.59% (7) strongly disagreed. The results indicate that 38.36% (28) disagreed with the statement while 32.88% (25) were indecisive. The Commission therefore may need to explore job enrichment as a way to motivate its officers.

On whether the Commission properly motivates its officers through job enlargement, 5.48% (4) of the respondents strongly agreed with the statement, 32.88% (24) agreed, 28.77 (21) neither disagreed nor agreed with the statement, 26.03% (19) disagreed while 6.85% (5) strongly disagreed. This indicates that 32.88% (24) of the respondents disagreed with the statement that the Commission properly motivates its officers through job enlargement while 28.77% (21) were indecisive. These results are sending a message to the Commission that there is a need to encourage job enlargement initiatives where applicable to enhance staff motivation.

Further, when respondents were asked about whether they felt their jobs are challenging, 28.77% (21) strongly agreed with the statement, 47.95% (35) agreed, while 13.70% (10) neither agreed nor disagreed and 9.59% (7) disagreed. There was no respondent on record who strongly disagreed. The Commission is doing well in this line as most (76.72% (56)) of the respondents indicated that their jobs are challenging, though it needs to address the 13.70% (10) respondents

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who are indecisive and the 9.59% (7) who disagreed with the statement. Programs such as job enrichment, job enlargement, job rotations and deployments to match job skills could be applied as part of the solution.

When respondents were asked on whether their supervisors were keen on improving work in their departments, 13.70% (10) strongly agreed with the statement, 46.58% (34) agreed, 24.66% (18) neither agreed nor disagreed, 10.96% (8) disagreed with the statement while 4.11% (3) strongly disagreed. Although most, 60.28% (44), of the respondents were positive with the statement as per the data provided here, the Commission needs to look into this area and ensure that programs are in place to develop and train supervisors to take up a keen interest to improve work in their departments to address the plight of the 39.73% who were either indecisive or disagreed.

On whether employees of the Commission feel empowered or are given some autonomy that encourages initiative and creativity, 8.22% (6) strongly agreed with the statement, 39.73% (29) agreed, 23.29% (17) neither agreed nor disagreed, 20.55% (15) disagreed while 8.22% (6) strongly disagreeing. Most of the respondents, 52.06% (38), were either unsure or disagreeing with the statement hence the Commission needs to come up with programs to empower its officers.

On teamwork, respondents held the view that their colleagues uphold the spirit of team work with 12.33% (9) strongly agreeing, 50.68% (37) agreeing, 16.44% (12) neither agreeing nor disagreeing, the same 16.44% (12) disagreeing while 4.11% (3) strongly disagreeing. Most of the respondents here agreed that their colleagues uphold teamwork with 63.01% (46) agreeing with the statement against 20.55% (15) disagreed with the statement. Team work assist in motivating staff as staff assists one another to accomplish goals and targets and this encourages participation and togetherness.

Most officers felt that their supervisors are approachable and ready to assist them in work related matters with 32.88% (24) strongly agreeing, 45.21% (33) agreeing, 8.22% (6) neither agreeing nor disagreeing, 9.59% (7) disagreeing while 4.11% (3) strongly disagreeing. Further analysis of the results indicates that most of the respondents 78.09% (57) agreed with the statement against 13.70% (10) who disagreed. This indicates that supervisors are approachable. This encourages and motivates staff to interact with their supervisors, clarify or understand instructions given to them and support one another to achieve targets and goals of the institution.

Work life is a very important area which any human resource requires and when the question of work life balance was asked, results indicated that a good number of respondents agreed with the statement that they can make a good work life balance with 9.59% (7) strongly agreeing, 54.79% (40) agreeing, 17.81% (13) neither agreeing nor disagreeing, 15.07% (11) disagreed with the statement while 2.74% (2) strongly disagreed. Most of the respondents, 64.38% (47), agreed that they can make a good work life balance, while further analysis revealed that 35.62% (26) were either unsure or disagreed with the statement that they can make a good work life balance hence the Commission needs to follow up on this matter and ensure proper training of officers to be

able to balance their work life. The Commission need to investigate further on the issues that may be affecting a good work life balance.

Table 7: How Division of Work Affect Staff Motivation at EACC

Observation	Remarkably More	More	Just right	Little	Too little
Quantity of work employees given to perform	12.33% (9)	30.14% (22)	52.05% (38)	4.11% (3)	1.37% (1)
Amount of time spent by supervisor on work submitted to them	1.37% (1)	9.59% (7)	75.34% (55)	12.33% (9)	1.37% (1)
Number of approvals required to get a decision made	16.44% (12)	31.51% (23)	45.21% (33)	5.48% (4)	1.37% (1)
	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
There is fair work division (distribution) by Departments	6.85% (5)	52.05% (38)	20.55% (15)	15.07% (11)	5.48% (4)
	Too high	High	Just right	Low	Too low
The quality of work one is assigned	5.48% (4)	19.18% (14)	68.49% (50)	6.85% (5)	0% (0)
	Extremely boring	Rather boring	Fairly interesting	Interesting	Extremely interesting
Describing the quality of work life	1.37% (1)	6.85% (5)	30.14% (22)	53.42% (39)	8.22% (6)

As indicated in table 7, when respondents were asked to give their views on the quantity of work they are asked to perform, 12.33% (9) felt it was remarkably more, 30.14% (22) felt it was more, 52.05% (38) felt it was just right, 4.11% (3) felt it was little while 1.37% (1) felt it was too little. This indicates that 42.47% (47) of the respondents felt that the work allocated to them is either too much or much. The Commission may need to consider undertaking a review of job workloads through job analysis to address the plight of these officers who either felt work load was either too much or much and address the 5.48% (4) officers who felt the workload was either too little or little. This will ensure work load makes officers adequately occupied to address this matter.

Respondents were asked how they feel about the time spent by the supervisor on work they have submitted to the supervisor, only 1.37% (1) felt that the supervisor takes remarkably more much time, 9.59% (7) felt they take more time, 75.34% (55) were positive that the time they take is just right, 12.33% (9) held the view that they take little time while 1.37% (1) indicated they take too little time. This is positive feedback as it indicates that supervisors do not take much time with work submitted, from the findings, majority (75.34%, 58) of the respondents indicated that the time they take is just right. This allows work to move faster and motivates the employee and one sees their output or results of their contributions.

When respondents were asked their stand on the number of approvals required to get a decision made, 16.44% (12) felt it was remarkably more, 31.51% (23) felt it was more, 45.21% (33) says it was just right with 5.48% (4) indicating it was little while 1.37% (1) felt it was too little. This indicates that 47.95% (35) of the respondents feel that number of approvals required to get a decision made was either too much or much. This is against 45.21% (33) who felt that number of approvals required to get a decision made was just right. These findings are presented in table 7. The Commission may need to review the approval process to facilitate faster decision making.

When respondents were asked whether work division / distribution is fairly done in their departments, 6.85% (5) strongly agreed with the statement that work distribution / division is fairly done, 52.05% (38) agreed, 20.55% (15) neither agreed nor disagreed, 15.07% (11) disagreed while 5.48% (4) strongly disagreed. Although 58.90% (43) of the respondents were positive that work distribution is fairly done, 41.10% (30) of the respondents either disagreed or were indecisive with the statement. Fair distribution of work encourages the employee to perform hence is motivating. The Commission may need to review distribution of work to ensure duties are allocated fairly.

When respondents were asked to describe the quality of the work they are given, 5.48% (4) indicated that the quality of work given is too high, 19.18% (14) indicated that the quality is high, 68.49% (50) indicated it is just right while only 6.85% (5) held the view that the quality was low. There was no respondent who indicated that quality of their work was too low. Majority of the respondents, 93.15% (68), were positive that the work given to them was either of high quality or of the right quality. Employees feel valued and challenged when assigned high quality work or the right quality work. Chances are high that this employee will feel motivated.

When respondents were asked to describe the quality of their work life, 1.37% (1) described it as extremely boring, 6.85% (5) described it as rather boring, 31.14% (22) indicated it was fairly interesting, 53.42% (39) described it as interesting while 8.22% (6) indicated it was extremely interesting. This is indeed a very positive feedback to the Commission indicating that most of its officers, 91.78% (67), describe the quality of their work life as fairly interesting, interesting and extremely interesting. These findings are presented in table 7.

From the above findings, we take note of the work of different authors in trying to provide advice on various aspects which the Commission may take the opportunity to address areas where there are challenges or find solutions to areas that respondents rated the Commission low on how division of work affects staff motivation. According to Mullins (2007), the writings of

Maslow, McGregor and Hertzberg all touched on the importance of looking at work itself as a possible source of motivation. It is noted that recent research in Job design provides stronger evidence that the way the elements in a job are organised can act to increase or decrease effort.

Based on the above findings, EACC should address the issue of fair distribution of work volumes and empowering of its employees. The findings were positive on the supervision of subordinates but strengthening more of the supervisory abilities and skills is advisable.

4.5 Influence of Communication on Staff Motivation

Table 8: How Communication Influences Staff Motivation at EACC

Observation	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
Employees are adequately informed about significant issues facing the Commission	6.58% (5)	42.11% (32)	23.68% (18)	22.37% (17)	5.26% (4)
Employees receive timely communication from the management	8.00% (6)	41.33% (31)	30.67% (23)	18.67% (14)	1.33% (1)
Regular job performance feedback is provided	1.33% (1)	26.67% (20)	29.33% (22)	29.33% (22)	13.33% (10)
I feel I can voice my opinion without fear	2.60% (2)	23.38% (18)	22.08% (17)	31.17% (24)	20.78% (16)
Recognition is given on exemplary performance	3.95% (3)	19.74% (15)	31.58% (24)	27.63% (21)	17.11% (13)
There is involvement on issues of institutional development and the system is participatory	1.30% (1)	22.08% (17)	32.47% (25)	27.27% (21)	16.88% (13)

Respondents were asked whether they were adequately informed about significant issues facing the Commission and 6.85% (5) strongly agreed with the statement that they are adequately informed about significant issues facing the Commission, 42.47% (31) agreed with the statement, 23.29% (17) neither agreed nor disagreed, 21.92% (16) disagreed with the statement while 5.48% (4) strongly disagreed. The results indicate that more has to be done to improve communication to officers on issues affecting the Commission as 27.40 (20) disagreed with the statement, 23.29% (17) were indecisive while 49.32% (36) agreed with the statement.

When respondents were asked whether the communication they receive from Management is timely, 8.22% (6) strongly agreed with the statement that the communication from Management is timely, 41.10% (30) agreed with the statement, 30.14% (22) neither agreed nor disagreed while 19.18% (14) disagreed with the statement while 1.37% (1) strongly disagreed. This implies

that Management should improve Communication channels to staff as 20.55% (15) disagreed with the statement that communication from management is timely, 30.14% (22) were indecisive against 49.32% (36) who were positive on the statement.

Respondents were asked whether they receive regular job performance feedback and 1.37% (1) strongly agreed with the statement that they receive regular job performance feedback, 27.40% (20) agreed with the statement, 28.77% (21) neither agreed nor disagreed with the statement, 28.77% (21) disagreed with the statement while 13.70% (10) strongly disagreed. Majority of the respondents, 42.47% (31), disagreed with the statement that they receive regular performance feedback while 28.77% (21) agreed with it. This is a clear indication that job performance feedback is wanting and the Commission should encourage supervisors to provide this feedback.

When respondents were asked whether they feel they can voice their opinion without fear, 2.74% (2) strongly agreed with the statement that they can voice their opinion without fear, 23.29% (17) agreed with the statement, 21.92% (16) neither agreed nor disagreed, 31.51% (23) disagreed with the statement, 20.55% (15) strongly disagreed. This is an indication that the Commission needs to instil confidence to staff to have trust and air their views and ideas freely as only 26.03% (19) of the respondents agreed with the statement that they can voice their opinion without fear against 52.06% (38) of the respondents who did not agree with the statement.

On whether the Commission recognizes the accomplishments of employees and praise them for their exemplary performance, 4.11% (3) strongly agreed with the statement, 19.18% (14) agreed with the statement, 31.51% (23) neither agreed nor disagreed with the statement, 27.40% (20) disagreed while 17.81% (13) strongly disagreed. This implies that only 23.29% (17) agreed with the statement while 45.21% (33) disagreed with the statement that the Commission recognizes the accomplishments of employees and praise them for their exemplary performance. Recognition is very important and this should be a cause for concern as also a sizeable percentage (31.51%, 24) of the respondents is indecisive. This can be a source of de-motivation or discourages extra effort or sustenance of good work. According to Armstrong and Taylor (2017), people are more likely to be motivated if they work in an environment in which they are valued for what they are and what they do. This means paying attention to the basic need for recognition.

When respondents were tested on whether they feel involved to issues of institutional development and whether the system encourages participation and accommodates views, 1.37% (1) strongly agreed with the statement, 21.92% (16) agreed, 32.88% (24) neither agreed nor disagreed with the statement, 27.40% (20) disagreed while 16.44% (12) strongly disagreed. Further analysis reveals that only 23.29% (17) agreed with the statement against 43.84% (32) who disagreed with it. This is also a cause for concern and the Commission needs to urgently address this matter of involvement and come up with a system to ensure staff contributions are taken on board.

From the above findings, EACC should look into the issue of regular communication on job performance feedback, recognition of outstanding employees and involvement or employee participation in Commission matters which helps them understand the Company agenda.

4.6 How Salary Affect Staff Motivation

Table 9: How Salary Affect Staff Motivation at EACC

Observation	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
The salary package is adequate for my needs	5.48% (4)	34.25% (25)	24.66% (18)	20.55% (15)	15.07% (13)
The salary differentials (scales) for the various grades is fair	1.37% (1)	12.33% (9)	12.33% (9)	31.51% (23)	42.47% (31)
The pay package commensurate with the responsibilities given to the employees	1.32% (1)	9.59% (7)	27.40% (20)	35.62% (26)	26.03% (19)
Officers at the Commission are placed accordingly based on their qualifications and experience	1.33% (1)	13.70% (10)	32.88% (24)	26.03% (19)	26.03% (19)
I'm offered benefits which indicates I'm valued as an employee	6.85% (5)	41.10% (30)	23.29% (17)	10.96% (8)	17.81% (13)

The researcher wanted to establish whether issues pertaining salary could be affecting staff motivation. When respondents were asked whether the salary package is adequate for their needs, 5.48% (4) strongly agreed with the statement, 34.25% (25) agreed, 24.66% (18) neither agreed nor disagreed, 20.55% (15) disagreed while 15.07% (11) strongly disagreed. This indicates that a greater percentage of the respondents (60.28%, 44) either are unsure or disagree with the statement that salary package is adequate. These findings are presented in table 4.10. The results indicate that salary package for Commission staff does not cater for their needs and the Commission needs to address this issue. This can result into discontentment among staff and affect the motivation of staff negatively.

To inquire further, respondents were asked whether the salary differentials (scales) for the various grades were fair, in responding, 1.37% (1) strongly agreed with the statement, 12.33 (9) agreed, 12.33% (9) neither agreed nor disagreed, 31.51% (23) disagreed with the statement while 42.47% (31) strongly disagreed. Majority of the respondents, 73.98% (54), disagreed with the statement against 13.70% (10) agreed with it. This is a clear cause for concern and calls for a review of the salary scales or structures. Unfairness on salary causes discontentment and affects the motivation of staff negatively. The Commission may consider undertaking a job evaluation.

When respondents were asked whether the pay package in the Commission commensurate with the responsibilities given to the employees, 1.37% (1) strongly agreed with the statement that the pay package commensurate with the responsibilities of employees, 9.59% (7) agreed, 27.40% (20) neither agreed nor disagreed, 35.62% (26) disagreed with the statement while 26.03% (19)

strongly disagreed. This is quite clear that a majority of the respondents (89.05%, 65) either are unsure or disagreed with the statement and this also raises an alarm. As indicated earlier, the Commission needs to review its salary structure and placements.

Respondents were also asked on whether they feel that officers in the Commission are placed accordingly based on their qualifications and experience, 1.37% (1) strongly agreed with the statement, 13.70% (10) agreed, 32.88% (24) neither agreed nor disagreed, 26.03% (19) disagreed and the same percentage 26.03% (19) strongly disagreed. Further analysis reveals that only 15.07% (11) of the respondents were in agreement of the statement that officers in the Commission are placed accordingly based on their qualifications and experience against 52.06% (38) who disagreed with the statement. The Commission need to relook into the area of placements and job matching with qualifications.

The researcher wanted to know whether the Commission staff are given benefits to motivate them and to indicate that they are valued as employees. The response to this is 6.85% (5) strongly agreed with the statement, 41.10% (30) agreed, 23.29% (17) neither agreed nor disagreed with the statement, 10.96% (9) disagreed while 17.81% (13) strongly disagreed. This is also an area that needs to be closely monitored as majority of the respondents (52.06%, 39) either are unsure or disagreed with the statement.

5.0 SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of Findings

The study found that career development, communication, working conditions, division of work and salary greatly influence staff motivation. The findings established Communication, Career development and Salary affected staff motivation at the Commission and issues in these areas had low satisfaction levels rating of below fifty percent as rated by the staff of the Commission. Further, the findings revealed that working conditions and division of work as factors affecting staff motivation at the Commission had a high satisfaction levels rating with a common rating score of sixty percent and above.

5.2 Conclusion

The study concluded that issues on Career development, Communication and Salary require a keen attention by the Commission to influence staff motivation positively. The study concluded that officers should be motivated and this will in turn assist in driving organizational goals. From the study as well, more input by the Commission is required to motivate its officers by improving communication flow, providing feedback to its officers, encourage and facilitate its officers to be able to air their views without fear of victimisation Further, it was concluded that the Commission ensures it maintains high level ratings in areas of working conditions and division of work to influence positively staff motivation.

5.3 Recommendations

The study recommended that the Commission designs comprehensive programs of mentoring and Coaching of new and existing staff. The researcher recommends creation of career paths with supporting staff development and training plans to enhance staff engagement. A review of staff policies and procedures manual and a change of terms of service to include permanent and pensionable terms is recommended for consideration by management of the Commission. The researcher further recommended for a Job Analysis and Job evaluation to analyse work volumes and distribution. Finally, the researcher recommended for employee involvement programs such as staff forums such as staff meetings and a model of human resource relationship management.

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