

An investigation into the impact of motivational factors on the performance of non-teaching support staff in public Secondary Schools in Laikipia District

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Abstract:

Motivation is the set of processes that moves a person towards a goal. Since motivation influences productivity supervisors or employers need to understand what motivates employees to reach peak performance. It is not an easy task to increase employee motivation because employees respond in different ways to their jobs and their organizations practices. Thus, motivated behaviours are voluntary choices controlled by the individual employee. The supervisor/employer (motivator) wants to influence the factors that motivate employees to higher levels of productivity. Lack of motivation is expressed mainly in departure to pursue other careers more motivating and low output in the enterprises concern. From the reviewed literatures, though motivation and job satisfaction of teachers in Kenya has widely been studied and proposals made, a gap still exists as regards factors affecting motivation of non-teaching (support) staff who play pivotal role in making schools achieve their objectives. A majority of employees emphasize more on economic or financial rewards to compensate their employees whilst making little effort in the non-financial compensation rewards preferred by many managers. The implication of this has reduced motivation among workers at work and general apathy. The study examined the factors that affect motivation of non-teaching (support) staff in secondary schools in Laikipia District. The study was a descriptive survey. Descriptive and inferential statistics were used to analyze and present the data using a computer based statistical package for the social sciences (SPSS). The data was presented in the form of tables. Results were aimed at showing the major factors, which affect motivation of employees in secondary schools. Results would also reveal whether non-teaching staff had any significant compensation preferences that formed the basis for the goals they sought to satisfy in the employment set up. Therefore a system of individuals' incentives on rewards should be considered and this should be expanded to not only financial rewards but also to other non-financial items that equally lead to greater motivation. There will be need to analyze the total employment situation for any conflicting - expectancies between the workers, and the organization rewards with a view to ensuring equity, fair pay basing employee reward on performance and merit emphasized in the Porter and Lawler model. However, the study noted that the sample size drawn was too small to generalize these findings across the entire Board of Governors (B.O.G.) employees in Kenya public schools.