Motivational factors affecting work performance of employees of public universities: a case study of the non teaching staff at JKUAT

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Abstract: The problem of this study was that the main factors influencing work performance of the non-academic staff of Jomo Kenyatta University of Agriculture and Technology was not well understood. To this end the purpose of this study was to investigate the factors that may have contributed to the seemingly low work morale of the non-teaching Members of Staff at J.K.U.A.T. Through this study, it was anticipated that the recommendations there from, if put in place, the problem of low morale amongst the said cadre of the human resource at J. K. U.A. T. would be minimized to acceptable levels, if not eliminated. Two categories of employees were considered in the study sample for the purposes of collecting data for purposes of comparison and analysis. The first category and which was the main group of the study, comprised 105 Non-Academic members of staff from different Departments, Sections and Units within J. K. UA. T. The second group had 21 Heads of Departments. Sections and Units, from which the employees in the first main study group had been drawn. The total sample size of 140 persons was arrived at using a combination of stratified sampling supported by a set of selection criteria and random sampling. The data from the study was generated through the use of two different questionnaires, one for each of the two study groups. The study came up with several findings that can be summarized as follows: 1. Most Non-Teaching staff including some Sectional Heads, holds an unfavorable attitude towards their current employment. 2. Promotions for non-academic staff are in many cases not strictly based on merit. 3. The work performance level of many Non-Academic staff was found to be very low. The conclusions' and recommendations outlined at the end of this report support the argument throughout the study that it is economically remunerating for any organization to adequately motivate its employees.