

INFLUENCE OF MOTIVATION ON PERFORMANCE OF THE PUBLIC SECTOR IN KENYA: A CASE STUDY OF MURANG'A SOUTH SUB-COUNTY

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Abstract

According to this study Motivation was the inner force that drove employees behavior, the intensity of one's inner force to do tasks or accomplish goals described the level of motivation in order to execute plans and achieve targets. The general objective of the study was to investigate the influence of motivation on performance of the public sector. The specific objectives included: the influence of remuneration on performance; the influence of career progression on performance; the influence of training on performance and the influence of leadership style on performance at Murang'a South Sub County. The research design for this study used a case study design. Research design facilitates the smooth running of the various research operations thereby making research as efficient as possible yielding maximal information with minimal expenditure of effort. The target population of the study was seven hundred and four (704) employees of Murang'a South Sub County. Stratified random sampling technique was used to draw a sample size of 70 respondents. Questionnaires were used to collect data which contained structured and unstructured questions. Descriptive statistics was used in the analysis and means was generated as measures of central tendency (distribution) while standard deviation was generated to measure dispersion of the responses. The inferential statistics that is correlation was used to establish relationship among variables and trend analysis was done to establish the status of revenue generation and customer satisfaction over the specified period. The demographics of the targeted population included areas like gender, age, level of education and also length of service they had stayed in employment. This study also had some limitations like inadequate financial resources, limited time for carrying out all the requirements of the study and to some extent lack of cooperation from the respondents.

Keywords: *Career path, Remuneration, Leadership Style, Demotivation*

1.1 Introduction

The entire globe have been experiencing high rate of labour turn over by the demotivated employees who moves from one employer to the other in search of greener pastures (Mullins, 2003).

The analysis of the number of the employees leaving the organization provides data for use in supply forecasting so that calculations can be made on the number of people lost and how many have to be replaced (Armstrong,2006).

According to Cole (1986), most of the organizations globally, analysis against staff turnover includes the sheer cost associated with replacing employees who have left ranging from the analysis of establishing vacancies, advertisement, time spent and administrative cost for the entire recruitment process. There is also the element of inducting and training but overly there is the element of losses encountered due to poor performance from the new employees who use less experience (Armstrong, 2003).

In Kenya, some organizations embrace different management styles (Makindu, 2003) for example, bureaucratic management as was cited by Weber whereby some well planned bureaucracies must be put in place in hierarchical orders and orders have to be followed from top to bottom. This type of management at times causes differences between managers and employees therefore affecting work performance (Noe, 2010).

According to Armstrong (2006), managers have to consider the aspect of remuneration onto their employees who are the backbone of their organizations on areas more so related to performance and productivity. Armstrong further said that the organizations which have a clear cut policy on employees remunerations do not have worries of losing their experienced employees to the competitors who offers good remuneration packages whereby Murang'a South Sub County has not been spared.

In Murang'a South Sub County where this study will be done, there are some resemblances from both the global and Kenyan perspective in the area of public sector performance whereby reasons for low performance have some relationships ranging from remunerations policy, career progressions, training and also the type of leadership style (Bennet, 1989).

According to Flippo (1984) another work environment factor in many organizations is poor and bureaucratic leadership which in most cases especially in the public sector do not incorporate employees contribution in providing ideas and decision making within the organizations whereby Murang'a South Sub County is not a preserve.

Entire customers satisfaction occurs due to combination of measurable factors which includes training, good organizational governance, being customers' satisfaction oriented, technological embracing and improvement not forgetting employees team work spirit and recognition which brings togetherness within an organization thereby creating unity of purpose and eventually making the organization's dream, vision and mission to become a reality (Stens, 1978).

Managers need to distinguish and establish some well realistic rewarding systems and processes in recognizing the outstanding performance from some leading employees when we measure productivity.

Enhanced reward systems also help organizations to enjoy the long periods of employees retention thus making the organization to quietly enjoy some savings which otherwise should have been spent when doing expensive and vigorous recruitments.

Finally when employees leave a particular organization in large numbers, the message sent to the customers is that there is serious mismanagement and this creates a poor image of the organization which eventually might either make the customers to lose faith with the organization and therefore may lessen the demand for organization's goods and services thereof affecting both the production, taste and the customers preferences.

Therefore the organization's managements are required to establish the reasons why the employees have to keep on moving out of the organization and hence there is a need for some suitable strategies which will foresee employees retention for longer periods by meeting their aspirations and expectations (Cole, 2006).

1.2 Statement of the Problem

Mullins, (2003) states that motivation basically concerns itself with people or employees behavior towards their work.

- To understand why the organizations performance and employees productivity remained low despite the organization being in existence for many years.

Therefore most of the organizations performance and more so the public sector must strive to adhere into looking for best methods of ensuring that its productivity remains at the peak by way of supporting its workforce through enhanced career progressions which supports employees' growth. Makindu (2003) while at KIM Thika and conducting a research on poor motivation of employees in local authorities where she did a case study of Nairobi city council (NCC) , she observed that low or poor motivation negatively affects the public sector which is the key driver to any serious growing economy.

Highly motivated private organizations employees are always alert and active in most of their daily core activities like ensuring customers satisfaction and maximum productivity unlike what is happening in the public sector and especially among employees in Murang'a south.

- To understand how performance should be improved so that the organization should remain highly competitive and employer of choice.

Good performance is the key thing why public sector has to remain in force and freely operational but this only happens when employees are exposed to training hence they will remain being highly motivated and therefore be in a position to make some informed decisions pertaining to how they should improve on their performance.

- To note whether leadership style has an impact on organization performance.

This sector normally requires good leadership style and other enhanced performance policies which would allow the organizations to grow steadily. The public sector has to set up the pace for a country's achievements to its development goals by being good role models in provision of outstanding work performance (Kanini, 2013).

However this does not normally happen to the employee's of Murang'a South which forms a minor portion of the large public sector.

- To determine on how employees motivation is related to organization's productivity and entire performance.

Most of the employees within Murang'a South and actually entirely within Kenya, East Africa , Africa and the whole globe have continued to suffer in silence on the entire area of motivation which has not been fully addressed therefore causing poor performance , desperation and often shifting of the entire employees who leaves particular organizations like the public sector and look for other employers who considers workers motivation as a core factor for the expected performance.

- To understand whether employees are encouraged to increase their performance and productivity by the career progressions and type of leadership style practiced within the organization.

Equally the employees career progression and growth, are issues that has remained for long without being fully addressed at Murang'a South and obviously within the entire public sector due to either long bureaucracies to be involved or simply lack of interest by senior management who suffer frequent transfers and therefore they

have no or very little time to look critically into the needs for career growth and aspiration of their juniors who forms the giant portion or part of the entire public sector.

1.3 Objectives of the Study

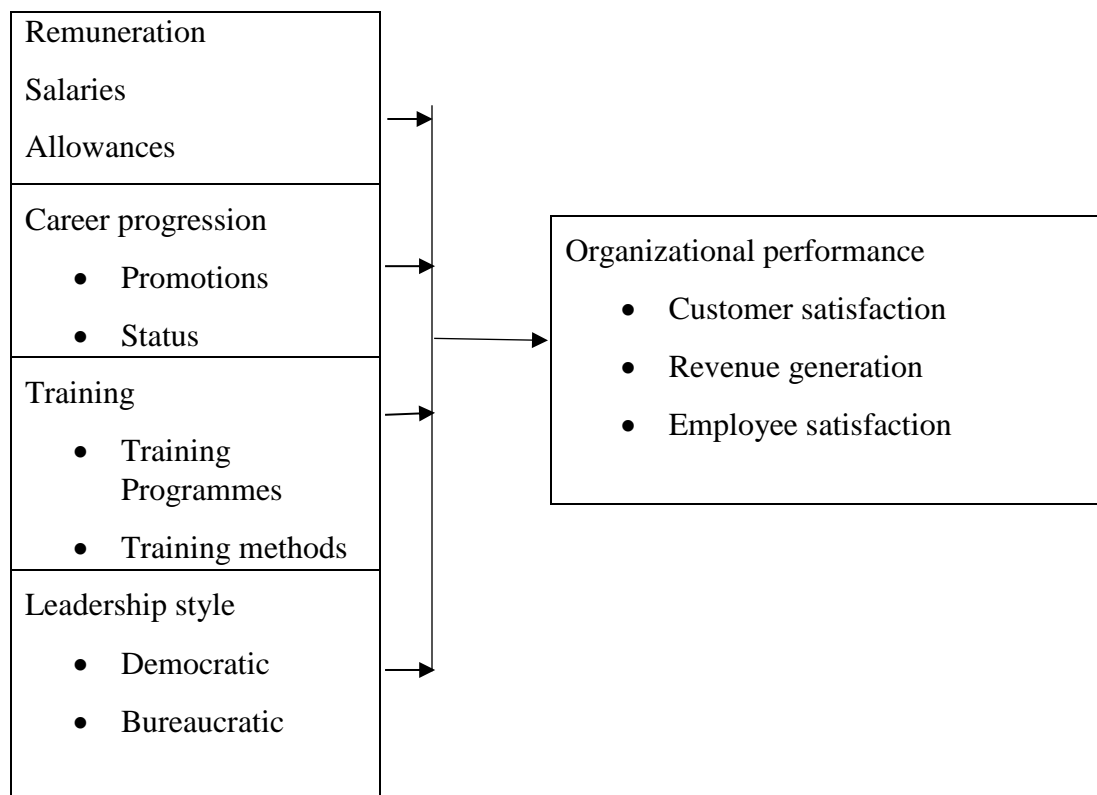
General objective

The general objective of the study was to investigate the influence of motivation on performance of the public sector in Kenya.

Specific objectives

1. To determine the influence of remuneration on performance of Murang’a South Sub County.
2. To assess the influence of career progression on performance of Murang’a South Sub County.
3. To examine the influence of training on performance of Murang’a South Sub County.
4. To determine the influence of leadership style on performance of Murang’a South Sub County.

1.4 Conceptual Framework



Independent variables

Dependent variable

Figure 1: Conceptual framework

1.5 RESEARCH METHODOLOGY

The researcher of this study used a case study design. The target population of the study was seven hundred and four (704) employees of Murang’a South Sub County. Stratified random sampling technique was used to

draw a sample size of 70 respondents. Questionnaires were used to collect data, which contained structured and unstructured questions. Descriptive statistics was used in the analysis and means was generated as measures of central tendency (distribution) while standard deviation was generated to measure dispersion of the responses.

1.6 RESEARCH FINDINGS AND DISCUSSION

Influence of career progression on performance

Career path

The study to investigated if the respondents had career path or not. The results were tabled as below.

Table 1 shows that almost half of the respondents were either not aware of their defined career paths and progression since most of them appeared to be dissatisfied with the upward movement set within the organization. Therefore, the organization should formulate clear career path for its employees.

Table 1 Career path

Employees opinion	Frequency	Percent
Strongly agree	6	9.4
Agree	28	43.8
Disagree	20	31.3
Strongly disagree	10	15.6
Total	64	100.0

Career progression planning

The study investigated whether the career progression for employees of the sub-county is well-planned and takes place without discrimination. The results are as shown in Table 2. From the table, the results revealed that 9.4% of the respondents strongly agreed, 43.8% agreed, 31.3% disagreed and the remaining 15.6% strongly disagreed. This is an indication that career progression planning is well organised and takes place without any discrimination.

Table 2 Career progression and planning

Employees opinion	Frequency	Percent
Strongly agree	6	9.4
Agree	28	43.8
Disagree	20	31.3
Strongly disagree	10	15.6
Total	64	100.0

Correlation Analysis

Relationship between career progression and performance of the public sector Correlations

To investigate the strength and nature of the relationship between career progression and performance of the public sector, correlation analysis was done. The correlation matrix table 3 shows that the correlation coefficient is 0.743, and that this is statistically significant ($p < 0.05$). This implies that there exists a strong positive relationship between career progression and performance of the public sector. Thus, an increase in the career progression will lead to an increase in performance by an individual and by extension the public sector, as can be seen in previous studies done by Cole (2003) who said that clear career paths assists organization in achieving their sets goals and employee retention.

Table 3 Career progression and performance correlation matrix

	Career progression	Performance of the public sector
Career progression	Pearson Correlation 1	.743
	Sig. (2-tailed)	.000
	N	64
Performance of the public sector	Pearson Correlation .743	1
	Sig. (2-tailed)	.000
	N	64

Influence of Training on performance

The study investigated the frequency of training session the employees have in their respective organizations. The results are indicated in Table 4. From the table, the results revealed that 23.4% of the respondents had training done often, 60.9% done rarely and the remaining 15.6% no training is done in their organization. This is an indication that on average, most of the organizations do not train their employees.

Table 4 Frequency of training sessions

Training pattern	Frequency	Percent
Often	15	23.4
Rarely	39	60.9
Not at all	10	15.6
Total	64	100.0

Training as per the public service policy

The researcher wanted to investigate whether the training of the employees is in line with the public policy service. The results were as shown in Table 5. From the table, the results revealed that 4.7% of the respondents strongly agreed, 23.4% agreed, 45.3% disagreed and the remaining 26.6% strongly disagreed. This is an indication that the employee training is not done in accordance to the stipulations of the public service policy.

Table 5 Training as per the public service policy

Employees opinion	Frequency	Percent
Strongly agree	3	4.7

Agree	15	23.4
Disagree	29	45.3
Strongly disagree	17	26.6
Total	64	100.0

Relationship between training and performance of the public sector Correlations

To investigate the strength and nature of the relationship between training and performance of the public sector, correlation analysis was done. The correlation matrix, Table 6 shows that the correlation coefficient is 0.885, and that this is statistically significant ($p < 0.05$). This implies that there exists a strong positive relationship between training and performance of the public sector. Thus, an increased training session will lead to an increase in performance by an individual and by extension the public sector. According to Cole (2003), training is important in the achievement of the organizational goals and also helps employees to acquire new skills thereby increasing productivity.

Table 6 Training – performance correlation matrix

		Training	Performance of the public sector
Training	Pearson Correlation	1	.885
	Sig. (2-tailed)		.001
	N	64	64
Performance of the public sector	Pearson Correlation	.885	1
	Sig. (2-tailed)	.001	
	N	64	64

Influence of Leadership style on performance

Leadership style practiced

Leadership has a role to play in an organization as far as employee motivation is concerned. The researcher wanted to investigate the different modes of leadership in the organizations of the respective respondents. The results are as indicated in Table 7. From the table, the results revealed that 82.8% of the respondents had Democratic/Participative leadership style, 14.1% Autocratic and the remaining 15.6% had Free reign. This is an indication that on average, most of the organization do employ Democratic/Participative leadership style.

Table 7 Leadership style

Ledearship stlye	Frequency	Percent
Democratic/ Participative	53	82.8
Autocratic	9	14.1
Free reign	2	3.1
Total	64	100.0

Leadership style and employees participation in decision making

The study investigated the nature of the leadership style as in whether it allows all the employees to participate in decision-making. The results as shown in Table 8. From the table, the results revealed that 9.4% of the respondents strongly agreed, 40.6% agreed, 34.4% disagreed and the remaining 15.6% strongly disagreed. This indicates that leadership style allows all employees to participate in decision making.

Table 8 Leadership style and employee participation in decision making

Employees opinion	Frequency	Percent
Strongly agree	6	9.4
Agree	26	40.6
Disagree	22	34.4
Strongly disagree	10	15.6
Total	64	100.0

Impact of leadership style on labour motivation levels

The researcher wanted to investigate the relationship between leadership style and labour motivation. The results are as shown in Table 9. From the table, the results established that 70.3% of the respondents agreed that leadership style within an organization has an impact on employee motivation, however the remaining 29.7% disagreed. This is an indication that indeed leadership style has an impact on employee motivation thereof affecting the overall organizational performance.

Table 9 Effect of leadership style on organizational performance

Employees opinion	Frequency	Percent
Yes	45	70.3
No	19	29.7
Total	64	100.0

Relationship between leadership style and performance of the public sector

Correlations

To investigate the strength and nature of the relationship between leadership style and performance of the public sector, correlation analysis was done (Table 10) and it showed that the correlation coefficient was 0.623, and this is statistically significant ($p < 0.05$). This implies that there exists a strong positive relationship between leadership and performance of the public sector. Thus, an efficient leadership style will lead to an increase in performance by an individual, and by extension the public sector. This study was realistic as was confirmed by Kelly(2003) who connected good leadership style to high performance by employees.

Table 10 Leadership style – performance correlation matrix

		Leadership style	Performance of the public sector
Leadership style	Pearson Correlation	1	.623
	Sig. (2-tailed)		.000
	N	64	64
Performance of the public sector	Pearson Correlation	.623	1
	Sig. (2-tailed)	.000	
	N	64	64

Influence of Remuneration on performance

Adequate salaries paid on sub-county employees

Salary is one of the factors that affect the motivation of the employee, and by extension performance. The researcher wanted to investigate whether the sub-county employees are paid enough salaries to motivate them. The results are as shown in Table 11. From the table, the results revealed that 1.6% of the respondents strongly agreed, 31.3% agreed, 40.6% disagreed and the remaining 26.6% strongly disagreed. This is an indication that the sub-county employees are not adequately paid.

Table 11 Adequate salaries paid on sub-county employees

Employees opinion	Frequency	Percent
Strongly agree	1	1.6
Agree	20	31.3
Disagree	26	40.6
Strongly disagree	17	26.6
Total	64	100.0

Impact of salary as a remuneration to employees demotivation

The researcher wanted to investigate if there was a relationship between salary as a remuneration and employee demotivation. The results are shown in Table 12. From the table, the results revealed that 71.9% of the respondents agreed that indeed salary as a remuneration is a factor that influence employee demotivation however, the remaining 48.4% disagreed. This is an indication that there is a relationship between salary as a remuneration and employee motivation.

Table 12 Impact of salary on employees demotivation

Employees opinion	Frequency	Percent
Yes	46	71.9
No	18	28.1
Total	64	100.0

Impact of remuneration on employee motivation

The researcher wanted to investigate the relationship between remuneration and employee motivation. The results are shown in Table 13. From the table, the results revealed that 89.1% of the respondents agreed that remuneration is a factor that influences employee motivation and the remaining 10.9% disagreed. This is an indication that the indeed remuneration is a significant factor that has an impact on employee motivation.

Table 13 Impact of salary on employees motivation

Employees opinion	Frequency	Percent
Yes	57	89.1
No	7	10.9
Total	64	100.0

To investigate the strength and nature of the relationship between remuneration and performance of the public sector, correlation analysis was done. The correlation matrix shown in Table 14 indicates that the correlation coefficient is 0.867, and that this is statistically significant ($p < 0.05$). This implies that there exists a strong positive relationship between remuneration and performance of the public sector. Thus, an increase in the remuneration will lead to an increase in performance by an individual and by extension the public sector. Previous study done by Mullins (2002) shows strong relationship between remuneration and organization performance which is mostly high when remuneration is enhanced.

Relationship between remuneration and performance of the public sector
Correlations

Table 14 Remuneration – performance correlation matrix

		Remuneration	Performance of the public sector
Remuneration	Pearson Correlation	1	.867
	Sig. (2-tailed)		.000
	N	64	64
Performance of the public sector	Pearson Correlation	.867	1
	Sig. (2-tailed)	.000	
	N	64	64

Impact of salary on employee motivation

From the Table 15, the results show that 85.9% of the respondents agreed that remuneration influences employee motivation and the remaining 10.9% disagreed.

From the table, the results show that 85.9% of the respondents agreed that remuneration influences employee motivation and the remaining 10.9% disagreed.

Table 15 Impact of salary on employee motivation

Salary effects on motivation	Frequency	percent
Yes	55	85.9
No	9	14.1
Total	64	100.0

Organization performance

Demotivation at work place

The study investigated if respondents received any form of demotivation at their respective places of work. The results are shown in Table 16. From the table, 51.6% of the respondents experienced some kind of demotivation at their working places and the remaining 48.4% did not. This is an indication that majority of the respondents received demotivation of some kind within their working places.

Table 16 Demotivation at work

Demotivation opinion	Frequency	Percent
Yes	33	51.6

No	31	48.4
Total	64	100.0

Employee motivation tools

The study investigated the various tools used by organizations to motivate their employees. The results are shown by the table 17 below.

From the Table 17, the results showed that 15.6% responded that their organisation motivated them financially, 56.3% were motivated by organized promotion, 16.6% by awards and the remaining 12.5% by all the above motivational tools. This is an indication that the most commonly used employees motivation tool is through organized promotions.

Table 17 Employees motivation tools

Motivation tools	Frequency	Percent
Financially	10	15.6
Organized promotion	36	56.3
Awards	10	15.6
All the above	8	12.5
Total	64	100.0

Public/customer satisfaction with Sub-County services

The study investigated whether the public is happy with the way the sub county is providing its services. The results are as in Table 18. From the table, the results show that 87.5% of the respondents agreed that they were happy with the provision of services by the sub county, however, the remaining 12.5% disagreed. This indicates that majority of the public are happy with the sub county service delivery.

Table 18 Effect of sub-county services on public satisfaction

Services satisfaction	Frequency	Percent
Yes	56	87.5
No	8	12.5
Total	64	100.0

1.7 Summary

The study found out that majority of the respondents had experienced demotivation in their work place. This was stated by 90% of the respondents. 96% of the respondents cited remuneration as a major cause of demotivation. The study also established that the employees were not motivated at the workplace as indicated by 90% of the respondents. The methods used for motivating employees were not effective as indicated by 80% of the respondents. A clear career path was said to be lacking as cited by 60% of the respondents while 90% of the respondents said that a clear career path had a major impact on motivation. About 80% of the respondents said that training of the employees was rarely done or not done.

The leadership style used in the organization was identified as autocratic as stated by 80% of the respondents. In addition, 84% of the respondents said that leadership style affected motivation of employees.

Some of the factors that demotivate employees were identified and included poor remuneration, bad leadership, lack of clear career path, lack of training opportunities, poor working condition, poor communication system, lack of motivation packages and lack of This was evidenced by:

Influence of career progression on performance.

Whereby 60% of respondents said there was no clear career progression and path hence lowering productivity of employees.

Influence of training on performance

Lack or poor training was found to be another major cause of employee demotivation and low performance since 80% of respondents were dissatisfied with the training programme within the organization.

Influence of leadership on performance

Most of the respondents appeared to have been dissatisfied by the type of leadership since 80% of the employees appeared demotivated thereof affecting performance of the organization.

Effects of remuneration on performance

Employees were demotivated by poor remuneration methods applied in this organization and therefore their productivity and performance remained low.

Performance

The overall performance of the organization was found to be wanting and to be low since the employees appeared to have been demotivated by poor career path, poor training programmes, less popular leadership style and poor remuneration.

Answers to Research Questions

All answers to research questions are outlined in the following conclusion section;

Conclusions

The study found out that majority of the employees in Kenya's Public Sector are highly demotivated hence they offer low performance. Poor remuneration also affects negatively the performance of employees in the Public Sector.

Poorly planned training programmes which only enhanced a minimal number of employees to access training programmes equally affects employee performance and therefore results in low productivity.

The study also established that the type of leadership offered in the Public Sector is democratic and inclusive there of accommodated employees in the decision making and as a result there was enhanced work performance.

The study established that good and enhanced remuneration is commensurate to employee performance for there is high satisfaction as opposed to that of public sector.

The study indicated that well organized career progression and career growth should bring about high levels of satisfaction amongst employees which is not the case in the public sector.

The study established that training is rarely done since only 15 respondents received adequate training while the majority who constituted 76% of the total respondents rarely received training.

The study reviewed that leadership style used in the Kenya Public Sector and other Organizations is democratic and allows superb employee performance since a big percentage of the employees, that is 82.8% showed satisfaction with their leadership.

Recommendations

Following the findings in this study the following recommendations were made: Remuneration of the employees in the public sector should regularly be looked into since it is an important component of employees salary package which motivates them to have an enhanced work performance.

Regular salary and other allowances review should regularly be revised to conform to the living standards within a country.

Public Sector management should come up with clear career paths for all its employees for they would always remain motivated since they are aware of their growth within their set careers.

All public sector employees should regularly be trained to equip them with requisite job skills technology thus enabling them to be more effective, efficient and productive.

The employer organization should ensure that employees are financially and morally supported to enhance both their academic and skills development and this should be supported through introduction of sound organizational policies to support the same.

Also the Public Sector should continuously allow democratic leadership style to remain in force since it allows positive participation of all employees in matters of decision making for the organization. The inclusive participation in decision making increases employees satisfaction in the employment and thus an increase in productivity.

Hard working employees should constantly be rewarded by promotions to higher ranks or equally award them by cash or noncash gifts like recommendation letters, trophies or even literate tours to other organizations for performance bench marking.

Organization should also practice exchange programs to enhance employees creativity, skills development, social interaction enhancement which are all geared towards performance improvement in the organizations.

Areas for Further Research

Further studies can be carried out on the role of motivation in enhancing performance in government parastatals. Also another study can be done on the effects of enhanced work tailored training needs on employees in an organization.

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