

NAT

**FACTORS AFFECTING THE WAGE AND SALARY DETERMINATION OF
NON-TEACHING STAFF AND ITS IMPLICATION ON PRODUCTIVITY:**

A SURVEY OF KEIYO DISTRICT SECONDARY SCHOOLS.



BY

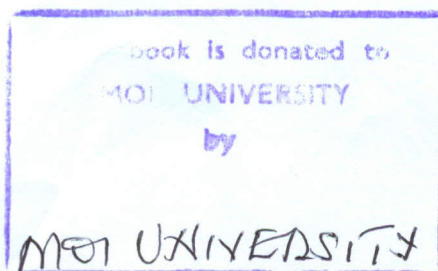
DAVID .K. ARUSEI

**A THESIS SUBMITTED TO THE SCHOOL OF HUMAN RESOURCE IN
PARTIAL FULFILMENT OF THE REQUIRMENTS FOR THE AWARD OF
THE DEGREE OF MASTER OF PHILOSOPHY IN HUMAN RESOURCE**

DEVELOPMENT

MOI UNIVERSITY

JULY 2011



ABSTRACT

The sources of income in society are property and labour. Labour range from unskilled to highly skilled and talented groups of people. Skills are rewarded in wages and salary where different factors are considered. Life is difficult nowadays that demand for higher pay by employees has increasingly become an agitation for all to meet the ever growing daily needs. That whenever teachers are given a pay rise reward by their employer the Teachers Service Commission, it has a great implication on non-teaching staff that form part of teaching support staff who tend to ask for a pay raise. This study sought to establish the factors affecting wage/salary of non-teaching staff in schools in Keiyo District. The study objectives were, to establish factors in wage and salary determination of non-teaching staff, to investigate the policies used when awarding of salary/wages to non-teaching employees, to examine if the wage and salary of non-teaching staff reflects their level of education level and to establish how wage and salary affects non-teaching employees work performance in Keiyo district.

The study adopted a survey research design; the targeted populations were all 42 secondary schools in the District. The sample population comprised of 268 respondents comprising of: school principal, BOGs, bursars, secretaries, watchmen, cooks and other casual workers. The sampling techniques employed in the study included simple random, purposive and stratified sampling methods while data collection methods included use of questionnaires, focus group discussion, and survey method. Data was gathered and analysed both quantitatively and qualitatively. Accordingly, the null hypotheses of the study were tested using Chi-square test.

The findings of the study revealed that majority of respondents 81 perceived that knowledge skills and expertise were considered before salary increment, 66.4% agreed that continued development and skills expansion was used as the school pay guideline, 65.7% agreed that job description was also used as a policy by schools as pay determinant, 68.3% felt that change of position of the employee results in change of position and pay. From χ^2c test results factors considered were proficiency $\chi^2c = 14.847$, $p=0.001$; salary $\chi^2c = 7.614$, $p=0.026$; responsibility and accountability $\chi^2c = 6.916$, 0.032 and years of experience $\chi^2c = 13.488$, $p = 0.001$ the factors shows a significant relationship between the factors and wage/salary awarding of the non-teaching staff. The findings shows that there is a very strong relationship between internal and external factors when pay for employees is considered which help determine level of commitment to work performance and increased productivity in the organization. The study concluded that pay rise increases productivity and performance of employees as well as boosting their morale at work. As a result of this, the study recommends that the non-teaching staff salary should be increased so as to increase their productivity to meet the ever rising inflation, be motivated to enable them work better, harder and increase productivity in the place of work, the work given to the non-teaching staff should be less challenging to match with knowledge and skills they possess as per qualification obtained, the non-teaching staff should be involved in pay decision making through discussions and participatory form of management in work place for enhanced performance at work, the non-teaching staff should be given amount worth the amount of work that they are doing according to their level of education and a good working environment should be created to enable the non-teaching staff feel satisfied with their work for enhanced productivity at work place. The findings would be beneficial to all education stakeholders , Ministry of Education, Ministry of Labour, employees, school managers(Board of Governors) and school management committees, parents, education funding agencies (both local and international agencies), as well as other interested parties.