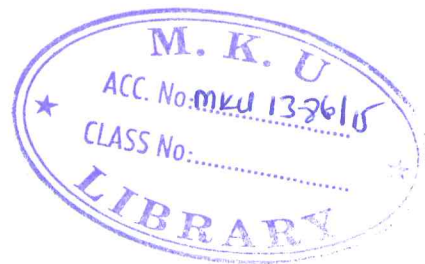


**ASSESSMENT OF FACTORS INFLUENCING MORALE OF KENYAN MIDDLE-
LEVEL PUBLIC SERVANTS.**

**(A CASE OF THE MINISTRY OF TRANSPORT AND INFRASTRUCTURE- NAIROBI
KENYA)**

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ABSTRACT

Morale is the capacity of a group's members to maintain belief in an institution or goal, particularly in the face of opposition or hardship. In the public service, morale is a key factor that contributes to achievement of goals and high performance. The purpose of this study was to investigate the Human Resource factors influencing morale of Kenyan public servants with a specific focus on middle level managers. This study was guided by the following objectives: to determine the extent to which work environment does influence morale among public servants in Kenya; to establish how feedback mechanisms affects morale of public servants in Kenya; to determine the extent to which benefits offered does affect morale of public servants in Kenya; and to establish how existing leadership structures affect morale of public servants in Kenya. The research study targeted middle level managers in the Kenyan public sector. The Public sector organizations considered for the purpose of this study included: The Civil Service; SAGAs and Government Institutions. More specifically the study focused on the Ministry of Roads and Infrastructure officers in Kenya, who were the respondents. This study employed descriptive survey design. This design was preferred because the questions raised in the study required collecting data through administration of questionnaires and interviewing the respondents. This involved measurement, classification, comparison and interpretation of data while the survey method was suitable as it was used in gathering data from a relatively large number of cases at a particular time. The quantitative data was analyzed using descriptive statistics and presented using frequencies tables by employing Statistical Package for Social Scientists (SPSS) software. Qualitative data was analyzed using thematic analysis. The study found out that conducive work environment (89.1%), feedback mechanisms (59.3%), benefits offered (82.6%), and participative leadership (65.9%) positively influences morale of public servants in Kenya. The study recommends that there was need for a comprehensive study to be carried out to find out why a big proportion of respondents were uncertain with various aspects of morale. It also recommends that there is need to enhance the work environment, encourage participatory leadership, introduce motivational sessions, and introduce more non-monetary benefits in the public service in order to improve morale and overall productivity.