THE IMPACT OF EMPLOYEE MOTIVATION ON ORGANIZATIONAL PRODUCTIVITY
A CASE STUDY AT REGENCY GROUP OF HOTEL

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AUGUST 2006
DECLARATION

I, MUKIIBI MOSES declare that this research report is my own innovation and has not at all been presented in Kampala International University or any where in any tertiary institutions for an a ward of a certificate, diploma or degree.

Student's name: MUKIIBI MOSES

Signature: ..........................................

Date: 25.09.08
APPROVAL

This work has been under my supervision from proposal to the last stage.

Supervisor: Madam Nakate Sylvia

Sign: ..................................................

Date: 25/9/66
DEDICATION

This work is dedicated to My son Mukiibi Imran and My daughter Mukiibi Rahmah and all my friends and relatives who have seen me through my struggle.
ACKNOWLEDGEMENT

In any project that has taken three months from its inception there are bound to be many people who have helped either directly or indirectly in its successful completion. Therefore, it's pertinent to acknowledge their efforts.

On that note, I wish to express my sincere gratitude and thanks to my supervisor Ms Nakate Sylvia for her tireless effort and patience in reading through the whole work and giving effective, constructive and professional guidelines at the same time.

More thanks goes to my dear parents Mr. Ssemakula Abdul Majid, Ms. Bariine Aidah Ayub and Ssemakula Madina Ms, Ssengendo Mary and Mr, Mubiru Charles for their tireless efforts in the course of my growth and development both morally and financially.

Also, special thanks go to the directors of Kampala International University and the staff for the academic and material support accorded to me throughout my academic program.

My thanks go to the management and the entire staff of Regency Group of hotel and other staff members who managed to spare their little time to respond to the questionnaires.

Special thanks go to my beloved sister Ssemakula Madina and My, Mum Bariine Aida Ayub who sponsored my education from the beginning to the end, May the good Lord Bless them throughout their entire progress.

Special thanks go to Madina Ismael of E-smile Collections who has typed and printed my entire work thoroughly without any hesitation despite the power blackout in Uganda.
ABSTRACT

The study was undertaken with the purpose of examining the impact of employee motivation on organizational productivity and Regency Group of Hotel was considered for the study.

The objective was to establish the relationship between employee motivation and organizational productivity, to examine the types of motivation, to examine the impact of employee motivation on organizational productivity.

The researcher used questionnaires, interviews and observation as the research tools. The data collection comprised both primary and secondary data. Random sampling was also used.

The findings indicated that motivation of workers of Regency Group of Hotel is low and this is because of less rewards, lack of recognition of employees, employee needs are not provided and this leads to low productivity hence failure of Regency Group of Hotels to achieve its set objectives.

The general recommendation was that Regency Group of Hotels should endeavor to motivate employees with different motivation aspects to increase employee commitment, high quality products, efficient employees, maximum profits and maximum productivity thus leading to organizational progress and development.
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BACKGROUND TO THE STUDY

Every organization has certain objectives to pursue which vary differently from organization to organization. To achieve these objectives, an organization utilizes various resources, which contribute to the knowledge, skills and attitudes that play a vital role in its success. For this reason, human resource needs to be motivated.

According to Jones (2000) motivating employees is crucial in all organizations whether public or private, if organizations are to achieve their set objectives. Organizations should aim at increasing productivity.

Regency started in Uganda six years ago by the time this research was conducted purposely to promote tourism in the country, promote business, and to strengthen the relationship between the private sector and the public sector. Regency Group of Hotel is a profit making organization offering services like restaurant, accommodation, conferences etc. Regency group of hotel located is located at Bakuli, Rubaga division along Hoima road Kampala District Uganda.

However, due to lack of motivation of employees in Regency hotel, a number of dissatisfied employees have left the hotel. Employees absent them selves from work freed with occupational stress and low morale especially with the semiskilled workers that is to say waiters, waitresses, cleaners, receptionists security guards. This has greatly affected productivity as even competent employees have decided to sit on their knowledge simply because they are not motivated.
1.1 PROBLEM STATEMENT
Motivation of Regency Hotel is wanting, employees are faced with low morale, absenteism, stress, and labour turnover. These problems have adverse effects on organizational productivity of regency group of hotel.

1.2 THE PURPOSE OF THE STUDY
The purposes of the study is to establish the impact of employee motivation on organizational productivity

1.2.1 OBJECTIVE OF THE STUDY
- To examine the impact of employee motivation and organizational productivity.
- To establish the relationship between employee motivation and organizational productivity.
- To examine the strategies used in Regency Group of Hotel to motivate its employees to increase productivity.

1.2.2 RESEARCH QUESTIONS
- What is the impact of employee motivation on organizational productivity?
- What is the relationship between employee motivation and organizations productivity?
- What are the strategies used by Regency Group of Hotel to motivate its employees?
1.3 GEOGRAPHICAL SCOPE
The study is to be carried out in Regency Group of Hotel located at Bakuli Rubaga Division along Hoima road, in Kampala District.

CONTENT SCOPE
The study will focus on the impact of employee motivation on organizational productivity.

1.4 SIGNIFICANCE OF THE STUDY
The findings will provide literature on motivation to academicians in Kampala International University and other higher institutions of learning to use it to expand their knowledge on related fields of the research study.

The findings will be of great use to the companies having motivation in their businesses and how it affects their production to review its policies on motivation so as to improve organizational productivity.

The findings will enable companies identify and provide training facilities to improve efficiency and effectiveness of their employees so as to promote excellent performance hence increased productivity.

The findings will help students of Human Resource to understand the impact of motivation in an organization and to take measures to avoid labour turnover in the organization.

The findings will help management to understand motivation in an organization and take measures on it.
Conceptual framework

Maximum productivity
Maximum profits
High morale
Efficient employees
Acceptance of organization changes
Reduction in accidents
Low employee turnover and absenteeism
High quality products
Commitment of employees
Improved communication

Minimum productivity
Minimum profits
Low morale
Inefficient employees
Poor quality products
High employee turnover and absenteeism
Accidents
Poor communication
Employees not committed
Resistance of organization changes
2.0 LITERATURE REVIEW

2.0 INTRODUCTION

This chapter will provide a critical review of the issues that will be studied and explored both theoretically and empirically in the existing literature on motivation. The chapter will include a view, impact of employee motivation on organizational productivity, the relationship between employee motivation and organizational productivity and the types of motivation used in regency group of hotels.

2.1 According to K.K. Ahujja (1997) motivation means inspiring the 'personnel with a zeal to do work for the accomplishment of objectives of the organization. Motivation is an important function, which a manager has to perform for getting things done from the people. A successful manager knows that the issuance of directions, however, well conceived and worded, does not mean that they would be followed. Thus motivation is an action that stimulates an individual to make a course of action which will result in attainment of some goal or satisfaction of a certain material or psychological needs of the individual himself.

According to Viteles (1997) in the book of personnel management text and cases by C B Mamoria and S V Ganker motivation represents an unsatisfied need which creates a state of tension on disequilibria, causing the individual to move in a goal direction pattern towards restoring a state of equilibrium by satisfying the needs.

Toolman (1997) observes that motivation "more specifically, the term motivation has been called an intervening variable." Intervening variables
are internal and psychological processes which are not directly observable and which in turn, account for behavior. Lillis (1997) observes that motivation is the stimulation of any emotion or desire, which so condition ones will that the individual is properly led into action. Dubin 1974, motivation is a complex of forces starting and keeping a person at work in an organization. Scott 2000 observes that motivation means a process of stimulating people to action to accomplish desired goals.

As against this, McFarland has defined motivation that it refers to the way in which urges, drives, desires, aspirations, strivings, needs direct control or explain the behavior of human beings.

Gareth R Jones, Jennifer M. George, Charles W L Hill in Contemporary Management 2nd edition defines motivation as physiological forces that determine the direction of a persons behavior in an organizations, a persons level of effort, and a persons level of persistence in the face of obstacles. The direction of a person's behavior refers to which of the many possible behaviors that people could engage in.
2.2 THE IMPACT OF EMPLOYEE MOTIVATION ON ORGANIZATIONAL PRODUCTIVITY.

2.2.1 EMPLOYEE TURNOVER AND ABSENTEEISM
According to L.M. Prasad (2001), motivated employees normally stay longer in any organization and their rate of absenteeism is generally low. Cases of high labour turnover and absenteeism tend to create many problems in the organization this is because it becomes too costly in meeting the costs of recruitment, training and development of new entrants. This affects the production in the organization.

If people feel that they are inequitably rewarded, they may be dissatisfied, reduce the quantity and quality of output, reduce hours of work, absenteeism or even leave the organization.

According to Abraham Maslow through Hartsburg Vroom among others, stated the clarity that workers are not related and therefore empowered through various ways. Alexandra and Mundock [2001] emphasize the financial gains, status recognition, achievement as well as freedom and interest amongst others. They further assert that highly motivated people tend to be result or goal oriented which increases their work performance and organizational productivity.

2.2.2 HIGH PRODUCTIVITY LEVEL
Motivated employees increase productivity as compared to other employees. In a study by William James 2000, it was found that motivated employees worked at close to 80-90 percent of their ability. The study further suggested that hourly employees could maintain their jobs, if they were
not fired, by working approximately 20-30 percent of their ability. The high productivity is a must therefore for an organization being successful and this productivity comes by motivation.

According to UNESCO [1990] for the purpose of quality improvement in the secondary education, teachers needed to be provided with reward incentives to attract suitable individual in teaching. Kovoa [1999] added more emphasis to managers that, they should ask themselves the following questions when attempting to provide a more positive motivational climate for their subordinates for better or increased productivity.

1. Do you personally thank staff for a job well done?
2. Is feedback timely and specific?
3. Do you make time to meet with and listen to staff on regularly basis?
4. Do you encourage and reward new ideas?
5. Do you include staff in decision especially those which affect them?
6. Do you reward staff based on their productivity?

2.2.3 EFFICIENT EMPLOYEES:
Initially, employees who have skills and knowledge fail to put these talents in use as a result of management failure to motivate them. However, after motivation, they were able to exercise their skills efficiently, effectively hence leading to increased productivity.

2.2.4 MAXIMUM PROFITS;
Always in organizations were employees do not fully inject their efforts in the organization is as a result of management failure to motivate them. This is because management recruits potential and competent employees
but can never work to their expectations simply because there is lack of motivation. However, management in Regency Hotels has checked these setbacks simply by motivating its employees, which pushes employees to inject their efforts hence increasing profitability of Regency Hotel.

2.2.5 COMMITMENT OF EMPLOYEES:
The Human resource manager convinced the researcher that employee commitment is realized once motivation is exercised in the organization. In Regency Group of Hotel, this was evidenced with employees reporting for their duties in time, serving the organization with great royalty, mistakes not being realized or made. This increases productivity.

2.2.6 IMPROVED COMMUNICATION:
The Human Resource Manager convinced the researcher that whenever management wants to yield maximum productivity, communication is paramount. In Regency Group of Hotel, there is not downward communication where employers or management gives orders to subordinates. He also said that upward communication exists to a small extent. He emphasized that what happens in Regency is that there is horizontal communication where group parties communicate. This is as a result of motivation, which in the end yields maximum productivity.

2.2.7 HIGH MORALE
The Human Resource Manager convinced the researcher that employees in Regency Group of Hotel employ human beings not animals. Therefore once motivated, they work to their expectations hence increasing productivity.
2.2.8 REDUCTION IN ACCIDENTS
Since Regency is a hotel, accidents are unavoidable. He gave examples of plates, cups, glasses, which break averagely ten a day. He said that this is little compared to other hotels. He emphasized that once employees are not motivated, they can break these utensils like forty a day while giving an excuse of accidents.

2.2.9 ACCEPTANCE OF ORGANIZATIONAL CHANGES
Organizations are created in the society. Because of changes in the society –changes in technology, value system, etc organization has to incorporate those changes to cope up with the requirements of the time. When these changes are introduced in the organization, there is a tendency to resist these changes by the employees. However, if they are properly motivated they accept, introduce and implement these changes keeping organizations on the right track of progress.

Thus, the motivation is an eminent factor in management process. The basic objective of studying the organization behavior is related with observing, comprehending, analyzing, predicting and influencing human behavior in the organization.

2.3 THE STRATEGIES USED TO MOTIVATE EMPLOYEES IN THE ORGANIZATION TO INCREASE PRODUCTIVITY.

2.3.1 JOB ENLARGEMENT
It is the process of increasing the complexity of the job in order to appeal to the higher order need of employees. It implies that the employee performs more varied tasks, which are all on the same level, the idea being to make the job less monotonous.
According to Strauss 1977 and Sayless 1964, “It implies that instead of assigning one man to each job, a group of men can be assigned to a group of jobs and then allowed to decide for themselves how to organize the work. Such changes permit more social contacts and greater control over the work process.”

The idea of enlargement is to provide the worker skills so that they are more able to help satisfy their needs for self-esteem and dignity.

2.3.2 JOB ROTATION

It implies that shifting of an employee from one job to another so that monotony and boredom are checked. The basic objective of job rotation, workers learn to do all the different activities necessary for an operation or unit of work.

Sometimes an unpleasant job is mode and entry-level position. Employees can be told that job is monotonous, but temporary. Another possibility may be to put all “dull jobs” up for grabs each day sheepy or hangover workers may even prefer a day on a job not requiring much use of their minds. Another possibility is that, physically or mentally handicapped workers might be given simple job.

2.3.3 JOB LOADING

It implies making the job more interesting. A horizontal job loading assumes that if employees are given more work at the same level at which they are currently performing, they will be motivated to work harder and also be satisfied with their work.
In a vertical job loading, change in job includes larger areas of responsibility jobs are restructured so that they will become intrinsically more interesting hence the worker becomes motivated.

2.3.4 PARTICIPATION
This implies the physical and mental involvement of the employees in an activity especially that of decision-making. This satisfies ones ego and self-esteem and the need of creativeness and initiative. Management may encourage employees to help in such areas of decision-making as production methods, material handling, safety measures, cost reduction, employee-management problems and involvement in working conditions.

Ego refers to ones sense of self-esteem.
With much emphasis to Maslows theory of hierarchy of needs, needs for esteem concerns itself with respect, self confidence, a feeling of personal worth, feeling of being unique and recognition. The satisfaction of these needs produces feelings of self-confidence, power and control.

Note:
The satisfaction of esteem needs is not always obtained through mature or adoptive behavior.

2.3.5 COMPETITION
As a form of motivation, competition is widely used in an organization. Individuals do compete with one another if they feel they have chance of winning and satisfying their interests. This competition may be in regards to the various sections and departments in the organization. Example. A business firm can include sales department, production department and transport department.
However, in the service giving organization example hospital, it can be based on good records. Therefore, the person or department that is adjudged the best is rewarded a prize.
2.3.6 DELEGATION OF AUTHORITY

An authority is the right to set, to direct and to requisition of resource needed to properly perform the job. The delegation of a substantial amount of responsibility to execute a given task often proves to be a strong motivating force. The subordinate is more or less on his own if the superior trusts him, he feels that the result must be shown. but for persons who lack confidence, this technique of motivation often proves disastrous.

Delegation does not mean that the manager leaves subordinates on their own to destroy the organization. However the leader or manager assumes a responsibility or law of the coach. Delegation prepares the subordinates/staff for future promotions to make them have knowledge of handling superiors tasks, the need to free supervision so as to concentrate on aspects of the work they are competent enough.

Managers therefore delegate authority to subordinates with a view that employees [subordinates] will effectively and efficiently inject their effort in the organization so that the organization maximizes profits, maximizes productivity.
2.4 THE RELATIONSHIP BETWEEN EMPLOYEE MOTIVATION AND ORGANIZATIONAL PRODUCTIVITY

According to George Kaper (2001) he defines productivity as a combination of effectiveness and efficiency of the enterprise. Effectiveness points out whether a desired result is actually accomplished or not. Efficiency indicates what resources are actually used to secure the desired results. Effectiveness is connected with performance while efficiency is tied with resources utilization.

According to principles of practice of management L.M Prasad (2000) argues that motivated employees put higher productivity as compared to other employees hence increased productivity. The higher productivity is a must to an organization being successful and this productivity comes by motivation.

According to Kalyani, Iyer and Paranjape (2001) productivity means striving for greater efficiency, to get the best results out of funds used, to get maximum production out of materials used, to get maximum out of manpower used and to enhance the full potential the capacities of the machines used. It is getting the best out of men and equipment through harnessing the forces of modern science and technology.

According to Fredrick Herzberg (2000) achievement, recognition, advancement, work itself, possibility of growth and responsibility have a positive effect on satisfaction often resulting in an increase in ones total output - productivity. An increase in these factors will satisfy the employees, this can be used in motivating the employees for higher productivity.
According to McGregor (2000) he argues that management is responsible for organizing the elements of productive enterprises – money, materials, equipments, people – in the interest of economic ends. With respect to people, this is a process of directing their efforts, motivating them, controlling their actions, modifying their behavior to fit the needs of the organization, that is to say maximum productivity.

According to Argyris (2000) suggests that a healthy organization is one which is realistic about both itself and its situation, flexible and able to summon its best resources to meet whatever challenges it may encounter. What is best for an individual is also for an organization and vice versa. Such situations provide individuals the opportunity to grow, mature and keep them satisfied more than just physiological and safety need, which in turn, motivates them and allows them use more of their potential in accomplishing organizational goals-increasing productivity.

According to Arther H Brayfield (2000) he argues that there is a strong relation between motivation and productivity. It is through motivating employees that high productivity is attained.

According to Victor H. Vroom (1960) posits that motivation will be high when workers believe that high levels of effort will lead to high performance and high performance will lead to the attainment of desired outcomes – increased productivity.
2.5 TYPES OF MOTIVATION

There are basically two types of motivation.

2.5.1 INTRINSIC MOTIVATION

This is concerned with the feeling of having accomplished something worthwhile, i.e. the satisfaction one gets after doing one's work well. Praise, esteem, responsibility, power, status, competition, recognition and participation are examples of such motivation.

Intrinsically motivated behavior is a behavior that is performed for its own sake; the source of motivation is actually performing the behavior, and motivation comes from doing the work itself. Many managers are intrinsically motivated; they derive a sense of accomplishment and achievement from helping their organizations to achieve their goals and gain a competitive advantage. Jobs that are interesting and challenging or high or the fire characteristics described by the job characteristics model, i.e. skill variety, task identity, task significance, autonomy, feedback are more likely to lead instincts motivation than one jobs that are boring and do not make use of a person's skills and abilities.

An elementary school teacher who enjoys teaching children, a computer programmer who loves solving programming problems, and a commercial photographer who relishes taking creative photographs are all intrinsically motivated for these individuals, motivation comes from performing their jobs whether they be teaching children, finding bugs in computer programs or taking pictures.
2.5.2 EXTRINSIC MOTIVATION

is concerned with external motivators which employees enjoy. These are pay promotion, status, fringe benefits, retirement plans, health insurance schemes, holidays and vacations etc. By and large, these motivators are associated with financial rewards.

Extrinsically motivated behavior is a behavior that is performed to acquire material or social rewards or to avoid punishment; the source of motivation is the consequences of the behavior itself. Employees or mars who keep their ideas to themselves and agree with whatever the mars bothers tell them are extrinsically motivated; fear of punishment motivates them to behave in this manner. Similarly, a car salesman who is motivated by receiving a commission on all cars sold, a lawyer who is motivated by the high salary and status that go along with the job, and a factory worker who is motivated by the opportunity to earn a secure income are all extrinsically motivated. Their motivation comes from the consequences they receive as a result of their work behavior.
CHAPTER THREE

METHODOLOGY

3 INTRODUCTION

This chapter presents a background against which data will be gathered. It introduces the researcher to the various methodological aspects of the study. In essence, this chapter provides a description of the survey population, research design, and techniques used in data collection, processing and analysis as well as the limitations and constraints to the study.

3.1 RESEARCH DESIGN

The researcher will use qualitative, quantitative and descriptive designs of data collection.

3.2 STUDY POPULATION

The population of the study will comprise of the staff in the department of Human Resource, line managers, employees who were once motivated and employees who are yet to be motivated. A total of seventy (70) will be the population considered out of which fifty (50) will be selected to make up sample and purposeful sampling technique.

3.3 SAMPLING DESIGN

The researcher will use random sample method to select the data. Through this method, the researcher will select employees at random without informing them and collect the data and the sample size will be 70.
3.4 STUDY AREA
The study area will be Regency Group of Hotel located 2 kilometers from Kampala city along Namirembe Road in Uganda. Regency Group of Hotel deals in accommodation, restaurants, and conferences.

3.5 RESEARCH PROCEDURE
The researcher got an introduction letter from the school of business and management of Kampala International University, which was presented to the Human resource manager, of Regency Group of Hotel Ltd in order to be given the permission to carry out the research. The targeted population was selected using quota technique.

3.6 RESEARCH INSTRUMENTS
The researcher will use/employ the following tools for collecting data:

- **Interviews**
  An interview guide will be sued especially with the human resource managers, line managers, and the employees. In this study, the researcher will carry face-face interview with the respondents. The researcher will explain to the respondents why the study is being carried out. This method is preferred because of the fact that it offers opportunities for the researcher to have a face-to-face interaction with the respondents and be able to ask probing questions relevant to the study.

- **Questionnaires**
  These are pre-formulated written set of questions to which the respondents record their answers. It is an efficient data collection mechanism when the researcher knows exactly what is required and how to measure the variables of interest. Questionnaires can
be administered personally or mailed to the respondents. For the case of this study, the questionnaires will be self administered to the targeted respondents. Questioners are preferred because they save time especially when the group is big and geographically scattered, they can be stored for future reference, and they give straightforward answers and therefore easy to evaluate.

- **Observation**
  Whereas interviews and questionnaires elicit responses from the respondents, it's possible to gather data without asking questions by observing people in their natural work environment and recording their behaviors. The researcher can play one or two roles: Non-participant observer or participant observer.

As a non-participant observer, the researcher will collect the data in the role of a pure researcher without trying to become an integral part of an organization for example; the researcher may sit in the corner of an office and see and record how the employees behave and perform their duties. The researcher can also play the role of a participant observer; here the researcher becomes part of the work team and in the process observes the employees' behavior and performance standards. Observation helps comprehend complex issues through direct observation and then where possible asking questions to seek clarifications on certain issues.

### 3.7 DATA PROCESSING AND ANALYSIS

The data collection will be analysed using qualitative technique where possible simple quantitative technique such as percentage will be used to present the findings.
3.8 LIMITATIONS OF THE STUDY

- The fact that I am a student, funds are not readily available but all efforts are made not to affect the findings.

- There is also a problem of rigidity of staff in releasing data.

- Time allocated to complete the research seems quite short. However, extra effort is put in so as to complete in time.

- There is also slow response from management perhaps due to the competitive industrial environment.
CHAPTER FOUR

RESEARCH FINDINGS, PRESENTATION, DISCUSSIONS

4.0 INTRODUCTION

This chapter is concerned with presentation and analysis of data, which was collected from respondents in response to the research objectives, hypothesis and questions.

TABLE 1: AGE

<table>
<thead>
<tr>
<th>Less than 20</th>
<th>0</th>
<th>0</th>
</tr>
</thead>
<tbody>
<tr>
<td>26-30</td>
<td>26</td>
<td>52</td>
</tr>
<tr>
<td>30-35</td>
<td>12</td>
<td>24</td>
</tr>
<tr>
<td>36-45</td>
<td>8</td>
<td>16</td>
</tr>
<tr>
<td>Above 46</td>
<td>4</td>
<td>8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>50</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

(Source: primary data from the field, 2006)

The data shows that the majority of the respondents studied are aged between 26-30 years (52%), while the minority was above 46 years representing (8%).

Table II: EDUCATIONAL LEVEL

<table>
<thead>
<tr>
<th>Level</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below certificate</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Diploma</td>
<td>36</td>
<td>72%</td>
</tr>
<tr>
<td>Degree</td>
<td>14</td>
<td>28%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>50</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

(Source: primary data from the field, 2006)

The data indicates that the majority of respondents in the study are the diploma holders (72%). The minority are the degree holders (28%). No respondents below the qualification of certificate were noted.
TABLE III LENGTH OF SERVICE

<table>
<thead>
<tr>
<th>Years</th>
<th>Category</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Above 40</td>
<td>Human Resource Managers</td>
<td>2</td>
<td>4%</td>
</tr>
<tr>
<td>30-35</td>
<td>Line managers</td>
<td>4</td>
<td>8%</td>
</tr>
<tr>
<td>20-29</td>
<td>Employees</td>
<td>44</td>
<td>88%</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>50</td>
<td>100%</td>
</tr>
</tbody>
</table>

(Source: primary data from the field, 2006)

The above table indicates that the majority of employees were between 20-29 years and this comprised of cleaners, receptionists, waitresses, waiters (88%). Line managers, were between 30-35 years (8%) and human resource managers were above 40 years (4%).
A total of 50 respondents were selected and answered the questionnaires. The respondents comprised of two human resource managers; four line managers from other departments; thirty four employees who are yet to be motivated and ten employees who once went through the motivation process, that is to say, were motivated by the organization.

**TABLE IV CATEGORY RESPONSE**

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Resource Managers</td>
<td>2</td>
<td>4%</td>
</tr>
<tr>
<td>Line managers</td>
<td>4</td>
<td>8%</td>
</tr>
<tr>
<td>Employees not motivated</td>
<td>34</td>
<td>68%</td>
</tr>
<tr>
<td>Employees motivated</td>
<td>10</td>
<td>20%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>50</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

(Source: primary data from the field, 2006)

The data above indicates that the majority of the respondents were employees who were not yet motivated (68%), employees motivated (20%). The line managers contributed 8% of the findings and the minority of the Human Resource Managers contributing only 4% of the findings.
4.1 SELECTION OF THE STAFF FOR MOTIVATION

Selection of staff was very necessary because motivation aimed at filing the gaps to facilitate for the activities. These gaps are shortfalls between the skills and knowledge possessed by the individuals and those required to perform the job. This study ventured amongst others to find out how personnel staffs were selected for motivation in Regency Group of Hotel.

The study found that the methods of selection varied from department to department. Shown in the table below, it was found that selection tests are never used at all in the selection process while 04 heads of motivators indicated nomination by supervisors as the dominant selection method. None of the personnel officers concurred with them. Instead 04 personnel officers, identified performance appraisal as the main selection method. However, given that 04 heads of departments also responded for performance appraisal, it indicates that performance appraisal was a more commonly used selection method the nomination by supervisors. Nomination by supervisors and selection tests, this was because performance appraisals had 60% of the total response nomination by supervisors 10%.
4.2 The Impact Of Motivation On Organizational Productivity In Regency Group Of Hotel.

Do you recognize any impact of motivation in regency hotel?
The results are illustrated in the table below;

Table V: Impact Of Motivation Of Employees

<table>
<thead>
<tr>
<th>Impact</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Efficient employees</td>
<td>8</td>
<td>16%</td>
</tr>
<tr>
<td>High morale</td>
<td>4</td>
<td>8%</td>
</tr>
<tr>
<td>Maximum profits</td>
<td>11</td>
<td>22%</td>
</tr>
<tr>
<td>Commitments of employees</td>
<td>8</td>
<td>16%</td>
</tr>
<tr>
<td>Reduction in accidents</td>
<td>3</td>
<td>6%</td>
</tr>
<tr>
<td>Maximum productivity</td>
<td>12</td>
<td>24%</td>
</tr>
<tr>
<td>Reduction in absenteeism</td>
<td>4</td>
<td>8%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>50</td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

(Source: primary data from the field, 2006)

As table five shows, many personnel staff said Regency hotel experienced maximum productivity, maximum profits, efficient employees, and commitment of its employees as a result of motivation in Regency hotel. From the above findings the researcher found out that personnel officers performance could not be improved tremendously when they are not motivated. A sizeable number of respondents acknowledged doing anything differently as a result of motivation. This implies that motivation had an impact on the respondents in terms of change in knowledge attitude and skills and that some of these found ready application on the job.
However, the responses were based on perceptual data that was what respondents perceived to have happened rather than the actual observation of the happening themselves. One way of moving beyond perceptual data at least to some extent was by asking respondents to mention some of the specific job changes as a consequence of a selected motivation course. This was verified by interviewing their superiors.

4.3 How employees are motivated.

Table VI:

<table>
<thead>
<tr>
<th>Response</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promotion</td>
<td>8</td>
<td>16%</td>
</tr>
<tr>
<td>Salary increment</td>
<td>28</td>
<td>56%</td>
</tr>
<tr>
<td>Transfer</td>
<td>8</td>
<td>16%</td>
</tr>
<tr>
<td>More duties</td>
<td>4</td>
<td>08%</td>
</tr>
<tr>
<td>No rewards</td>
<td>2</td>
<td>04%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>50</td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

(Source: primary data from the field, 2006)

From the table above, many personnel staff said, they had salary increments while the rest were promoted, transferred or given more duties. Thus this meant that the effect of motivation that was undertaken by the personnel staff in the office are not rewarded at all.

From the above findings the researcher found out that personnel officers performance could not be improved tremendously when half of them are not happy with the reward after performance. This is because they did not get job satisfaction after motivation. During interviews with the heads of departments on employee satisfaction after motivation, the researcher found that some of the reasons for discontent were salary increment, promotion and transfer. The salary increment was meaningless in terms of money value because it does not empower them to meet their basic...
minimum living requirements, promotions take long to come and transfers are accompanied with additional responsibilities. This underlines the fact that motivation will be effective when employees have an incentive to use the new skills.
4.4 The most cost-effective method of motivation to an organization

Regency Group of Hotels employs both extrinsic and intrinsic methods depending on the nature and types of the motivational identified, and needs to be attended to. The findings indicated that 60% of the respondents believed that the most cost-effective method of motivation was the intrinsic motivation method. They based their arguments on the following observation.

Intrinsic motivation is concerned with the state of actualization, in which the satisfaction of accomplishing something worthwhile motivates the employee further. The company does not necessitate or incur costs in exercising this method.

On the other hand, 40% of the respondents were of the view that extrinsic method of motivation is cost-effective than intrinsic method of motivation. They argue that since extrinsic entails medical insurance, maternity leave, higher pay, such incentives move employees to work and perform to their expectations.
4.5 Did you establish any relationship between motivation and organizational productivity?

Table VII:

<table>
<thead>
<tr>
<th>Response</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>30</td>
<td>60%</td>
</tr>
<tr>
<td>No</td>
<td>15</td>
<td>30%</td>
</tr>
<tr>
<td>No response</td>
<td>5</td>
<td>10%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>50</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

(Source: primary data from the field, 2006)

From the table above, out of the 50 respondents 30 (60%) said there was a relationship between motivation and organizational productivity and 15 (30%) respondents did not see any relationship between motivation and organizational productivity.

On the other hand, 5 (10%) respondents were not sure if there was a relationship between motivation and organizational productivity. The highest percentage of respondents agreed that there was a relationship between motivation and organizational productivity. One employee said that through motivation, they were able to increase productivity and improved quality of production because of the skills and knowledge they had acquired through motivation.
4.6 Did you establish any strategies of motivation in the organization?

Table VIII

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job rotation</td>
<td>12</td>
<td>24%</td>
</tr>
<tr>
<td>Job loading</td>
<td>6</td>
<td>12%</td>
</tr>
<tr>
<td>Participation</td>
<td>12</td>
<td>24%</td>
</tr>
<tr>
<td>Competition</td>
<td>10</td>
<td>20%</td>
</tr>
<tr>
<td>Delegation of authority</td>
<td>4</td>
<td>8%</td>
</tr>
<tr>
<td>Job enlargement</td>
<td>6</td>
<td>12%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>50</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

(Source: Primary data from the field, 2006)

From the table above, many personnel staff said, they had Job rotation, participation, competition, while the rest had Job enlargement, Job loading, or delegation of authority. From the above findings, the researcher found out that if these strategies are implemented productivity can improve tremendously. During interviews with the heads of departments on the motivational strategies used, the researcher found out that motivation is more than a tool that managers use to foster employee loyalty, performance and productivity. It therefore affects all the relationships within an organization and influences many areas such as pay, promotion, job design, training opportunities and reporting relationships.

strategies for example Job sharing which involves performance of one fulltime job by two people on part-time hours. An employee may work from 7.00am to 12.00pm. The other employee comes in at 12.00pm until 6.00pm. This plan gives employees both the opportunity to work as well as time to fulfill their obligations such as parenting.
CHAPTER FIVE

DISCUSSION OF THE MAJOR FINDINGS, RECOMMENDATION AND CONCLUSION

5.0 Introduction
In this chapter, conclusions are presented and based on them, suitable recommendations are made. Therefore recommendations are aimed at ensuring that motivation impacts significantly on productivity.

5.1 Discussion
The aim of the study was to examine the impact of employee motivation on organizational productivity, to establish the relationship between employee motivation and organizational productivity and to examine the strategies of motivation used in Regency Groups of Hotel. Questionnaires were used as tools for collecting data, which was later, analysed.

The study also revealed the findings from different respondents who had different views about the various aspects to the study.
A few recommendations were made that the researcher argues different interested organizations observe so as to realize drastic improvements in the productivity levels.

The underlying assumption was that motivation impacts on organizational productivity of Regency Group of Hotel only if employees are trained. The study found that the commitment of employees was low because management was not motivating its employees. The researcher found that there was a big relationship between motivation and organizational productivity because through motivating, employees were able to improve the quality and increase productivity.
5.2 Recommendations

The following recommendations were drawn. The recommendation was therefore of significant importance to the management of Regency Group of Hotel and any similar research study conducted in the same organization in future.

The research has shown that organizational productivity has been hindered by factors like poor training, delayed payments, poor communication, and inadequate working facilities among others. Therefore in order to enhance the effectiveness of organizational productivity, the management of Regency Group of Hotels should create a free and open environment for communication. This encourages employees to channel their complaints direct to the management, as feedback shall be established. This gradually improves efficiency and effectiveness.

The management of Regency Group of Hotel should motivate employees so that they become competent enough to inject in their efforts towards organizational objectives. Motivating employees reduces supervision cost, because employees become committed to their work.

Finally the research has shown that motivation is surely of great significance to organizational productivity in Regency Group of Hotel. This is because motivation attempts to enhance workers to increase in levels of skills in knowledge. Therefore the management of Regency Hotel should not relax in motivating its employees since motivation still stands the only tool towards realizing ends in the most efficient way.
5.3 **Conclusions**

The conclusions were drawn verifying the impact of employee motivation on organizational productivity in Regency Group of Hotel, strategies of motivation used by management of Regency Group of Hotel and the relationship between employee motivation and organizational productivity in Regency Group of Hotels.

According to research findings from Regency Group of Hotels (2006) efficient employees, maximum productivity, improved communication, high morale, reduction in rate of absenteeism, acceptance to organizational changes, maximum profits are some of the impacts of employee motivation on regency group of hotel. Job rotation, Job enlargement, Job loading, Participation, Competition, Delegation of authority are some of the strategies employed in Regency Group of Hotel. There is also a relationship between employee motivation and organizational productivity in Regency Group of Hotels.

5.4 **Areas for Future research**

The study will be within to cover an assessment of the role of motivation and the retention of employees in Regency Group of Hotel and an investigation of the impact of motivation on organizational productivity.
REFERENCES

15. Julius Michael 2000; Personnel Management
17. C.B Mamoria and S V Gawkar; Personnel Management Text and Cases.
25. Armstrong, M 1993; A handbook of management technique New jersey Nichols
EMPLOYEES QUESTIONNAIRE

Dear respondent, I am a student of Kampala International University. I am carrying out a study on the impact of employee motivation on organizational productivity and I have decided to conduct the study at Regency Group of Hotels. This questionnaire is designed for the employees who once went through any form of motivation in this company. I therefore kindly request you to assist me fill this questionnaire so that I can be able to gather relevant information that will make the study more credible. Any information given in this questionnaire shall be kept confidential.

INTRODUCTION.

a) The questionnaire consists of both closed and open-ended questions.
b) Tick the most appropriate option.
c) Where necessary briefly elaborate and give your personal view over certain issues.

BIODATA
Marital status
Married ☐ single ☐

Age;
26-30yrs ☐
30-35yrs ☐ Above 46 yrs ☐
36-45 ☐
DEPARTMENT

Education Questions
Primary □ certificate □ Degree □
O’level □ Diploma □

OTHER QUESTIONS

a. What are the types of motivation that the organization has put in place

b. Is it right to say that low motivation in an organization results in inefficiency and low production.

c. What are the problems encountered in motivating the employees in an organization with specific emphasis on Regency Group A hotels.

d. In your view and experience is it proper to say that once motivation is implemented, employees work to their expectation.

e. It’s proved by researchers that motivation can never work once its not financial. It is true if so give reason.
j) Which type of motivation method would you recommend for an organization to put in place?

Extrinsic motivation
Intrinsic motivation

k) How are employees motivated in Regency Group of hotel

l) Do you recognize any motivation strategies that are used in Regency Group of Hotel?

m) Give any impact of motivation that Regency Group of hotel can achieve in motivating its employees.

n) Do you recognize any relationship between motivation and organizational productivity?

o) What is the most cost effective method of motivation that is used in Regency Group of Hotel?