

EMPLOYEE MOTIVATION AND ORGANIZATIONAL PERFORMANCE

**A CASE STUDY OF SAMEER AGRICULTURAL & LIVESTOCK
LIMITED, UGANDA**

By

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Declaration

I, Birungi Faridah, hereby declare that the work presented in this research report is based on my own research, except where otherwise acknowledged and has never been submitted to any University or any Institution of higher learning for a Degree or Diploma.

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Approval

This is to certify that this research report has been done under my supervision and submitted to the College of Economics and Management of Kampala International University-Kampala, Uganda with my approval for examination.

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Dedication

I dedicate this work to my parents.

Acknowledgement

I thank the Almighty Allah for making it possible for me to complete this piece of work. Special thanks to him for the knowledge, wisdom, courage and determination he has granted me.

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TABLE OF CONTENTS

Declaration.....	i
Approval	ii
Dedication	iii
Acknowledgement	iv
List of Tables	viii
List of Figures	x
List of Acronyms	xi
Abstract	xii
CHAPTER ONE	1
INTRODUCTION	1
1.0 Introduction.....	1
1.1 Background of the Study	1
1.2 Problem Statement	4
1.3 Objectives of the Study.....	4
1.3.1 General Objective	4
1.3.2 Specific Objectives	4
1.4 Research Questions.....	4
1.5 Scope of the Study	5
1.5.1 Geographical Scope	5
1.5.2 Content Scope	5
1.5.3 Time Scope	5
1.6 Significance of the Study	5
1.7 Conceptual Framework.....	6

4.1.1 Age Groups of Respondents	23
4.1.2 Gender of Respondents	24
4.1.3 Level of Education of Respondents	24
4.1.4 Marital Status	25
4.1.5 Working Experience of Employees	25
4.2 Factors Affecting Employees' Motivation.....	26
4.4 The Relationship between Employee Motivation and Organizational Performance at SALL.	34
CHAPTER FIVE	41
SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS.....	41
5.0 Introduction.....	41
5.1 Summary of Findings.....	41
5.1.1 Factors That Factors Affecting Employees' Motivation in SALL	41
5.1.2 Relationship between Employee Motivation and Organizational Performance at SALL ..	44
5.2 Conclusions of the Study	46
5.3 Recommendations.....	47
5.4 Areas for Future Research	48
REFERENCES	49
APPENDICES	54
APPENDIX A: SELF ADMINISTERED QUESTIONNAIRE	54
APPENDIX B:INTERVIEW GUIDE	59
APPENDIX C:TIME FRAME	60
APPENDIX D:ACTUAL STUDY BUDGET	61

List of Tables

Table 4.1: Age Groups of respondents	23
Table 4.2: Gender of Respondents.....	24
Table 4.3: Level of Education of Respondents	24
Table 4.4: Marital Status of Respondents	25
Table 4.5: Working Experience of Employees	25
Table 4.6: Money Is an Important Factor to Influence Motivation of the Employee to Perform Their Best for the Organisation.....	26
Table 4.7: SALL Provides Temporary Accommodation for Employees Who Live Very Far From Work	27
Table 4.8: SALL Provides Buses to Pick Up and Drop off Their Employees from Main Roads throughout the City	27
Table 4.9: SALL Provides a Programme of Development to Promote the Staff's Ability and Confidence	28
Table 4.10: SALL Provides Health Insurance, Life Insurance, and Pension Plans for Its Employees	28
Table 4.11: SALL Encourages the Employees to Become Company Shareholders on Favorable Terms	29
Table 4.12: SALL Trusts and Believes Employees' Ability	29
Table 4.13: The Employees Are Asked To Judge Themselves In Terms Of Their Skills, Motivation, and Punctuality and Encouraged To Discuss Ways in Which They Can Improve.	30
Table 4.14: SALL Provides an Opportunity for the Employees to Be Able To Express Their Views or Feelings about All Aspects of Their Working Life	30
Table 4.15: SALL Responds To Our Needs by Offering Promotion and Praise Either Publicly or Privately	31
Table 4.16: SALL Feels That Employees Are Useful and Have Abilities to Do Several Tasks..	32

Table 4.17: SALL Appreciates Most Employees after Work for Their Valuable Skills and Knowledge	32
Table 4.18: SALL Always Realize the Need for the Employee's Own Potential For Continual Self-Development	33
Table 4.19: SALL Always Provide Advancement	33
Table 4.20: SALL Provides Opportunities for Training Continuously Throughout Employees' Working Life.....	34
Table 4.21: Motivating Employees through Sense of Belonging and Pride in the Workforce Provides Benefits to Organizations.....	34
Table 4.22: Motivated Employees Focus Their Job and Work-Life with Additional Importance and This Leads To Constant Progress in Coordination and Work Procedures.....	35
Table 4.23: Motivated Employees Work with a Sense of Responsibility and Prefer Benefits of the Organization to Theirs	36
Table 4.24: Motivated Employees Contribute In Efficiency and Effectiveness of Organization Which Leads To Maximization of Profits	36
Table 4.25: Motivated Employees Are Committed To the Organization and Work Harder Towards Organizational Goals, Seize Opportunities and New Ideas, and Act As Good Public Relations Officers for Their Employers.....	37
Table 4.26: With Highly Motivated Staff, Managers Can Expect Better Quality Performance than From Employees Who Are Dissatisfied With the Work They Are Doing	38
Table 4.27: Motivated Employees Who Receive Individual Incentives Perform Better.....	38
Table 4.28: Motivated Employees Have the Ability of the Investment Model to Predict Job Satisfaction and Job Commitment	39
Table 4.29: Unmotivated Employee Lowers Profits Made By an Organization	39
Table 4.30: Wage Differential between High and Low Income Earners Lead To Low Morale, Lack of Commitment and Low Productivity	40

List of Figures

Figure 1: A contingency framework of the relationship between employee motivation and organizational performance.	6
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List of Acronyms

\$:	Dollar
e.g	:	For Example
e.t.c	:	Et Cetera
HR	:	Human Resource
HRM	:	Human Resource Management
IRCO	:	International Research Center on Organizations
M.o.T	:	Ministry of Trade
NY	:	New York
SALL	:	Sameer Agricultural & Livestock Limited
SPSS	:	Statistical Package for Social Scientists
UHT	:	Ultra-Heat-Treatment
UNBS	:	Uganda National Bureau of Statistics
URA	:	Uganda Revenue Authority
USA	:	United States of America
www	:	worldwide web

Abstract

The study was about the effect of employee motivation on organizational performance in Kampala, Uganda; a case study of SALL. The study was based on the following three objectives; to determine the factors that increase motivation of employees; to examine the requirements of a good motivational system and to examine the relationship between employee motivation and organizational performance at SALL. A sample of 176 respondents both female and male SALL's employees and their fresh diary products consumers were used for the study. The study employed a case study research design and methodology used was both qualitative and quantitative. Questionnaires and documentary review were the major tools of data collection. In regard to factors that increase employees' motivation in SALL, it was revealed by majority 50.60% of respondents agreed that money is an important factor to influence employee motivation to perform their best for the organisation, majority 43.20% and 42.60% respectively disagreed and strongly disagreed that SALL provides temporary accommodation for employees who live very far from work, majority 81.80%, either disagreed or strongly disagreed that SALL provides buses to pick up and drop off their employees from main roads throughout the city, majority 47.20% agreed that SALL provides a programme of development to promote the staff's ability, majority 61.30% strongly agreed that SALL provides health insurance, life insurance, and pension plans for its employees and majority 51.10% and 33.50% respectively disagreed and strongly disagreed that SALL encourages employees to become company shareholders on favorable terms. In regard to relationship between employee motivation and organizational performance at SALL, majority 44.90% strongly agreed that motivated employees focus their job and work-life with additional importance, majority 52.90% strongly agreed that motivated employees work with a sense of responsibility and prefer benefits of the organization to theirs, and majority 66.40% strongly agreed that motivated employees are committed to the organization and work harder towards organizational goals. The researcher recommended that SALL should provide; temporary accommodation for employees who live very far, company buses to pick up and drop off its employees from main roads throughout the city, programme of staff development, and health insurance.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter presents the background of study, problem statement, purpose of the study, research objectives, and research questions, scope of the study, significance of the study and the conceptual framework of the study.

1.1 Background of the Study

Every organization and business wants to be successful and have desire to get constant progress. The current era is highly competitive and organizations regardless of size, technology and market focus are facing employee retention challenges. To overcome these restraints a strong and positive relationship and bonding should be created and maintained between employees and their organizations. Human resource or employees of any organization are the most central part so they need to be influenced and persuaded towards tasks fulfillment. For achieving prosperity, organizations design different strategies to compete with the competitors and for increasing the performance of the organizations. A very few organizations believe that the human personnel and employees of any organization are its main assets which can lead them to success or if not focused well, to decline. Unless and until, the employees of any organization are satisfied with it, are motivated for the tasks fulfillment and goals achievements and encouraged, none of the organization can progress or achieve success. Good remuneration has been found over the years to be one of the policies the organization can adopt to increase their workers performance and thereby increase the organizations productivity. Also, with the present global economic trend, most employers of labour have realized the fact that for their organizations to compete favourably, the performance of their employees goes a long way in determining the success of the organization. On the other hand, performance of employees in any organization is vital, not only for the growth of the organization, but also for the growth of individual employees (Meyer & Peng, 2006). An organization must know who are its outstanding workers, those who need additional training and those not contributing to the efficiency and welfare of the company or organization. Also, performance on the job can be assessed at all levels of employment such as: personnel decision relating to promotion, job rotation, job enrichments e.t.c. (Aidis, 2005; Meyer & Peng, 2006). The long held maxim in management circles that once employees are given

enough incentives, they will produce in large quantities and of good quality has recently come under heavy criticism. Arguments advanced have ranged from those who maintain that money is not an effective means of enhancing increased and adequate productivity, to those who hold that job security and other non-financial rewards are much more effective as modes of incentives in an effort to increase productivity (E. Popoola, 2003). The use of incentives to spur workers however, is not known to be recent but has required more awareness in recent times, while the methodologies adopted by various company managers of incentives have widened in the use of money (economic incentive), the provision of amenities and fringe benefits (social incentives), involvement of decision making (participatory incentive), to the use of such factors as job security and promotion (psychological incentive). E. Popoola (2003) postulated that several theoretical and empirical attempts have been made at understanding the connections between reward and productivity. Few studies have studied the role of financial compensation in industrial motivation (L.R. Opsahl & D.M. Dunnette, 2006; O. Oloko, 2002), while others have investigated incentives for their motivational consequence (O. Oloko, 2002). A relevant and popular technique has been the Path Goal Approach to Productivity by Georgopoulos. Yet others have considered the multi-dimensionality of the topic. This study is not an effort to review of such studies; but referencing them will serve to indicate the worth and importance of the contemporary issues. Many authors believe that "high involvement" or "high performance" HR practices positively affect organizational performance outcomes (A.M. Huselid, 1995), yet how HR affects outcomes is not yet fully clear. One important proposed mechanism suggests that this impact runs via individual employees. For example, Wright and others stress the crucial role of employee attitudes and behaviors in translating HR practices into performance (L. Nishii & M.P. Wright, 2008; M.P. Wright & R.W. Boswell, 2002). High performance HR practices are assumed to enhance employee motivation and performance, and, in turn, these more motivated and better performing employees improve firm performance. In line with this more central role of employees, researchers emphasize the need to include employee perceptions in human resource research (E.D. Bowen & C. Ostroff, 2004; L. Nishii & M.P. Wright, 2008).

Organizational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives) (Richard et al. (2009). Organizational performance involves the recurring activities to establish organizational goals, monitor progress toward the goals, and make adjustments to achieve those goals more effectively

and efficiently. (Carter McNamara, 2010). Specialists in many fields are concerned with organizational performance including strategic planners, operations, finance, legal, and organizational development. Organizational Performance has been defined as the ability of an organization to fulfill its mission through sound management, strong governance and a persistent rededication to achieving results. Effective nonprofits are mission-driven, adaptable, customer-focused, entrepreneurial, outcomes oriented and sustainable (Bibhuti Bhusan Mahapatro, 2013).

Sameer Agricultural and Livestock Ltd (SALL) is a joint venture company established by the Sameer Group of Kenya which took over the former government parastatal Uganda Dairy Corporation in August 2006. Out of 39 large, medium and small dairy processing plants in Uganda, SALL is today the largest. It employs 515 staff, it has the capacity to handle about 550,000 litres of milk per day, it has an annual turnover of over US\$ 30 million, and a market share of over 70 percent for pasteurized milk. SALL is the only milk processor based in Kampala, but for Gouda Gold cheese factory, with majority of other processing plants located in either the Western or Central milk sheds. SALL is manufacturer of 'Fresh Dairy' range of dairy products. These include: Fresh pasteurized milk packaged in 1000ml litre, 500ml and 250ml sachets; Ultra-Heat-Treatment (UHT) milk, produced in 1000ml, 500ml, 250ml Tetra Brick aseptic packs and available in four flavours: plain, vanilla, strawberry and chocolate; Yoghurt, in cups of 500ml, 250 ml, 150ml and 100ml as well as in sachets of 400ml in plain, vanilla, mango, butterscotch, banana and strawberry flavours; Butter salt and unsalted, packaged in 500g and 250g hygienic foil as well as in 5kg cartons; Ghee, packaged in 1000ml and 500ml tin containers and 20 litre tins; and Instant Powder milk, available in 400g and 900g packs. Milk is directly distributed to some retailers, including hypermarkets, supermarkets, specialized shops, dukas and kiosks, as well as hotels, schools and other institutions. Distributors play a key role in distributing dairy products across Kampala as well as across upcountry Uganda, where 18 of them operate. The focus of this study is to enlighten that how an organization through its employees can achieve success and effectiveness. The purpose of the study is to analyze the impact of employees' motivation on organizational performance.

1.2 Problem Statement

Despite employee motivation in place to improve on the organizational performance of SALL, such as intrinsic and extrinsic motivation, the organizational performance of the company has not yet improved. While current organizational performance is being affected by the employee motivation which is viewed today as a mainstream business platform and this has caused relatively poor organizational performance among organizations which is indicated by poor financial performance (e.g. shareholder return), poor customer service, poor social responsibility (e.g. corporate citizenship, community outreach) and poor employee stewardship and thus need to improve.

One wonders why this is still a problem. Therefore, the study is to establish the relationship between employee motivation and organizational performance of SALL.

1.3 Objectives of the Study

1.3.1 General Objective

The general objective of the study was to establish the relationship between employee motivation and organizational performance in at Sameer Agricultural & Livestock Limited.

1.3.2 Specific Objectives

This study was meant to achieve the following objectives;

- (i) To determine the factors affecting organizational performance at Sameer Agricultural & Livestock Limited.
- (ii) To examine the relationship between employee motivation and organizational performance at Sameer Agricultural & Livestock Limited.

1.4 Research Questions

- (i) What are the factors that affect organizational performance at Sameer Agricultural & Livestock Limited?
- (ii) What is the relationship between employee motivation and organizational performance at Sameer Agricultural & Livestock Limited?

1.5 Scope of the Study

1.5.1 Geographical Scope

The proposed study was conducted at Sameer Agricultural & Livestock Limited (SALL) located at industrial area 6th street in Kampala city, Uganda.

1.5.2 Content Scope

The study focused on how employee motivation impacts on organizational performance of SALL. The independent variable was employee motivation and it focused on intrinsic and extrinsic factors. Organizational performance was the dependent variable and also it focused on financial performance, customer service, social responsibility and employee stewardship.

1.5.3 Time Scope

The study was carried out between November 2014 to February 2015 and considered the operations of SALL of 2011-2014.

1.6 Significance of the Study

The study findings will be used by future investors both local and international who hope to invest in SALL to come with enough information on how to improve organizational performance using employee motivation.

The study findings will also help other players in the industry to come up with informed decisions in terms of their organizational performance as they will be able to understand the links that exist between the two variables and therefore helping them to make effective judgmental decisions in relation to the study findings.

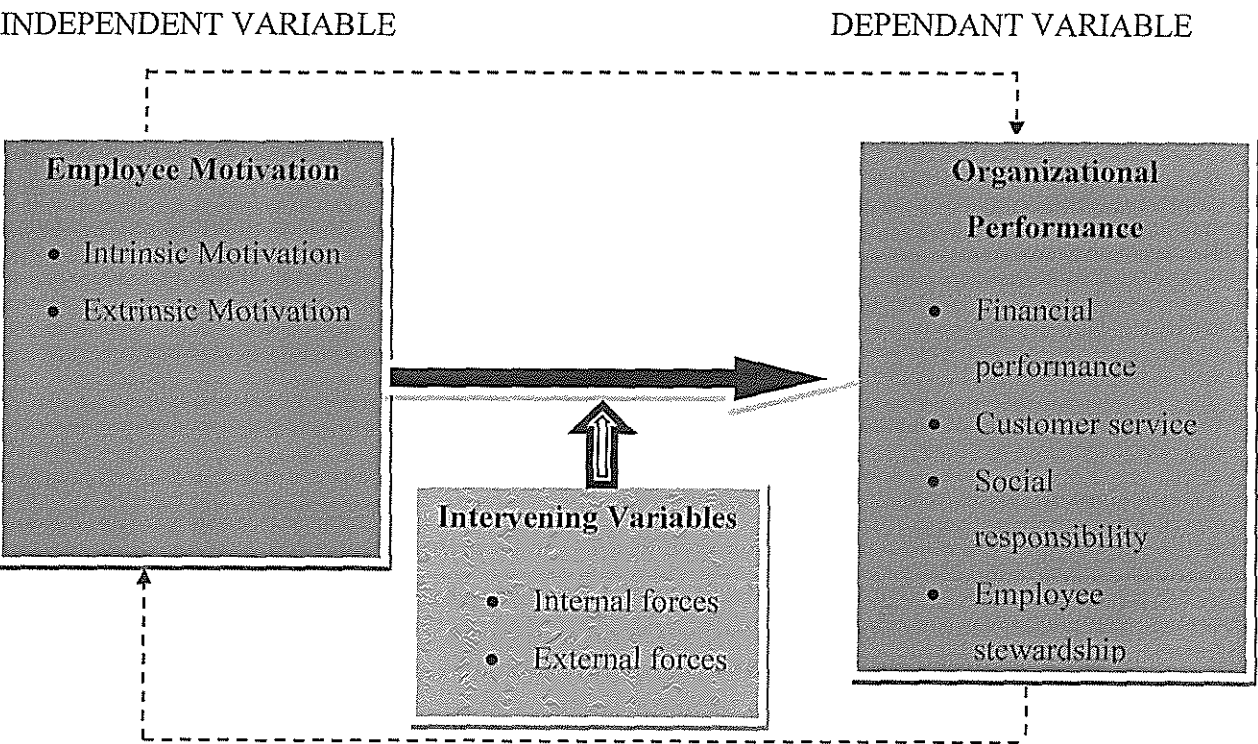
The study findings will be used by government agencies like the Uganda Revenue Authority (URA), the Ministry of Trade (M.o.T) and Uganda National Bureau of Statistics (UNBS) to evaluate the impact of employee motivation on organizational performance so that they come up with policies that affect such companies.

The study findings will be used as a reference for future researchers in their study or related studies having contributed to operational definition of concepts, literature and methodology for such future studies.

The case study findings will help the case study company to establish the relationship between employee motivation and organizational performance of the company.

1.7 Conceptual Framework

Figure 1: A contingency framework of the relationship between employee motivation and organizational performance.



Adapted from: Saleemi, NA (1994)

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

Under this chapter the researcher analyzed and gave critical views on issues that have been put forward by different scholars and academicians. Different subjects were reviewed under different headings.

2.1 Concept of Motivation

Motivation refers to “the emotional forces, needs, wants, urges or drive within us that influence our behaviour” (<http://www.Jasper-Associates.com>), or” something (as a need or desire) that causes a person to act” (the New Merriam-Webster Dictionary: <http://www.m-w.com/netdict.htm>). Motivation is therefore providing a conscious or subconscious inducement that will influence an individual’s decisions and provide an incentive to produce a certain action or set of actions. According to Webster’s New Collegiate Dictionary, a motive is “something a need or desire that causes a person to act”. “Motivate, in turn, means “to provide with a motive,” and motivation is defined as “the act or process of motivating”. Consequently, motivation is the performance or procedure of presenting an intention to a person to capture some accomplishment (Shanks.N. H.). According to Bulkus & Green (2009), motivation is derived from the word “motivate”, means a move, push or influence to proceed for fulfilling a want. Bartol and Martin (2008) describe motivation as a power that strengths behavior, gives route to behavior, and triggers the tendency to continue (Farland et al, 2011). This explanation identifies that in order to attain assured targets; individuals must be satisfactorily energetic and be clear about their determinations. In view of Bedian (2003), it is an internal drives to satisfy an unsatisfied need and the will to accomplish. Motivation is a procedure that initiates through a physiological or psychological want that stimulates a performance that is intended at an objective. It is the concluding product of interface among personality behavior and organizational distinctiveness (IRCO). It symbolizes those psychological procedures that are foundations of stimulation, route, and determination of deliberate actions that are target oriented (Farland et al, 2011). Also motivation is a progression of moving and supporting goal-directed behavior (Chowdhury, M.S, 2006). It is an internal strength that drives individual to pull off personal organizational goals (Reena et al, 2009). Motivation is a set of courses concerned with a kid of strength that boosts

performance and directs towards accomplishing some definite targets (Kalimulla et al, 2010). According to Barron (1983), it is an accrual of diverse routes which manipulate and express our activities to attain some particular ambitions (Rizwan et al, 2010). Porter and miles (1974) proved that the motivation boosts expresses and continues conduct (Khadim et al). The motivation of an individual envelops all the motives for which he selects to operate in a definite approach (Lefter et al). In fact motivation is “inside another person’s head and heart” (Khadim et al).

2.1.1 Intrinsic and Extrinsic Motivation

As shown in the conceptual framework, motivation can be separated in intrinsic and extrinsic motivation. Amabile (1993) explains this as follows:

- * Employees are intrinsically motivated when they seek enjoyment, interest, satisfaction of curiosity, self-expression, or personal challenge in the work.
- * Employees are extrinsically motivated when they engage in the work in order to obtain some goal that is apart from the work itself.

Deci (1972) describes extrinsic motivation as, money and verbal reinforcement, mediated outside of the person, whereas intrinsic motivation is mediated within the person. And a person is intrinsically motivated to perform an activity if there is no apparent reward except the activity itself or the feelings which result from the activity. Amabile (1993) argues that employees can be either intrinsically or extrinsically motivated or even both.

It seems that intrinsic and extrinsic motivators apply differently to persons. Vroom (1964) argues that some employees focus on intrinsic outcomes whereas others are focused on extrinsic outcomes. According to Story et al. (2009), individuals high in intrinsic motivation seem to prefer challenging cognitive tasks and can self-regulate their behaviours, so offering rewards, setting external goals, or deadlines, will do little for them, unless they are also high in extrinsic motivation. For employees high in intrinsic motivation, emphasis could be placed on the engaging nature of the task and encouragement of self-set goals and deadlines (Story et al., 2009). Hackman and Oldham (1976) even argue that people have individual differences in response to the same work; they differentiate between employees high and low in growth need

strength. People high in growth need strength are most likely to be motivated by jobs with high skill variety, task identity, task significance, autonomy and feedback. And people low in strength are relatively insensitive for these factors according to them. This statement is supported by Furnham et al. (1998); they argue that introverts are more extrinsically motivated and extraverts more intrinsically motivated. However, it not only seems that persons are differently motivated but intrinsic and extrinsic motivation also have effect on each other.

2.1.2 The Relationship between Intrinsic and Extrinsic Motivation

The distinction between intrinsic and extrinsic motivation is evident, however researchers argue that intrinsic and extrinsic motivation also have an effect on each other. Deci (1972) claims that in some cases extrinsic motivators can decrease intrinsic motivation. He argues that if money is administered contingently, it decreases intrinsic motivation. But this event will not occur if the money is non-contingently distributed. Amabile (1993) reacts to this discussion by stating that although extrinsic motivation can work in opposition to intrinsic motivation, it can also have a reinforcing effect: "once the scaffolding of extrinsic motivation is taken care of, intrinsic motivation can lead to high levels of satisfaction and performance". She also states in her research that both intrinsic and extrinsic values can motivate employees to do their work, however intrinsic and extrinsic motivation can have very different effects on employees.

In conclusion can be stated that employees can be intrinsically and/or extrinsically motivated, to perform a certain task (Amabile, 1993). And that extrinsic and intrinsic motivation can reinforce each other, but in some cases extrinsic motivators can also decrease intrinsic motivation (Deci, 1972). Furthermore, researchers argue that not all people are equally motivated; some employees are more intrinsically and others more extrinsically motivated (Furnham et al., 1998). Motivation in the workplace is a broadly researched topic (Rynes et al, 2004, etc.). Earlier research has been conducted by Maslow (1943) and Herzberg (1959), who were pioneers at their subject. Lots of definitions have been composed, e.g. Herzberg's definition of motivation in the workplace is: performing a work related action because you want to (Herzberg, 1959). And some disagreements took place about the importance of certain aspects, but consensus is in the facts that motivation is an individual phenomenon, it is described as being intentional, it is

multifaceted and that the purpose of motivational theories is to predict behaviour (Mitchell, 1982).

The distinction between intrinsic and extrinsic motivation is also explained. Namely, individuals are intrinsically motivated when they seek enjoyment, interest, satisfaction of curiosity, self-expression, or personal challenge in the work. And individuals are extrinsically motivated when they engage in the work in order to obtain some goal that is apart from the work itself (Amabile, 1993). Both intrinsic and extrinsic motivators are important in motivating employees (Herzberg, 1959). It must be argued that managers must not focus on the most important factors solely. Since, according to Herzberg (1959) managers need to address all hygiene and motivator factors to motivate employees.

2.2 Employee Motivation

Among financial, economic and human resources, the latest are more essential and have the capability to endow a company with competitive edge as compared to others (Rizwan et al, 2010). Employee performance fundamentally depend on many factors like performance appraisals, employee motivation, employee satisfaction, compensation, training and development, job security, organizational structure and others, but the area of study is focused only on employee motivation as this factor highly influence the performance of employees. Employee motivation is one of the policies of managers to increase effectual job management amongst employees in organizations (Shadare et al, 2009). A motivational employee is responsive of the definite goals and objectives he/she must achieve, therefore he/she directs its effort in that direction. Rutherford (1990) reported that motivation formulates an organization more successful because provoked employees are constantly looking for improved practices to do a work. Getting employees to do their best work even in strenuous circumstances, is one of the employees most stable and greasy challenges and this can be made possible through motivating them.

2.3 Factors Affecting Employees' Motivation

No one works for free, nor should they. Employees want to earn reasonable salary and payment, and employees desire their workers to feel that is what they are getting (Houran. J, 2010). There are several factors for the employer to consider in the motivation of their workforce. However, in

order to understand the factors that influence the motivation of the employee, there is a need to have an understanding of motivational theories. The purpose of this understanding is to try and predict behaviour at work and therefore performance and potential performance. The employer should realize that each employee has different motivation according to the level of his or her wants and needs. The factors influencing the motivation can be described by using Maslow's Need-Hierarchy Theory. According to (Maslow, 1943), employees have five levels of needs and these were supplemented by different authors and are as follows:

Physiological Needs: Each person has a need from the moment of birth for basic sustenance such as food and drink. Physiological needs also include shelter, clothes, sex, medicine, and air. In order to satisfy their needs at this level, the employer should consider responding to the following factors to motivate their staff.

Income; the fact cannot be denied that money is one factor that influences people's way of life. Even though money becomes a less important factor to influence motivation of the employee to perform their best for the organisation, it still has an effect on the performance of the employees. As money can still satisfy people's needs, such as buying basic necessities, a trip to Hawaii, or a nice house, the employer should consider money as one option to influence their staff to maximize their performance by offering regular pay rises, seasonal bonuses, or performance related bonuses. For example: For the international company, the employer can sometimes offer the employees a salary on a tax-free basis (Maslow, 1943). Money is the fundamental inducement; no other incentive or motivational technique comes even close to it with respect to its influential value (Sara et al, 2004). It has the supremacy to magnetize, maintain and motivate employees towards higher performance. Frederick Taylor and his scientific management associate described money as the most fundamental factor in motivating the industrial workers to attain greater productivity (Adeyinka et al, 2007). Marler (2000) indicated that when your employees function as a team, you ought to think like a coach; reward the whole group for a job well done. He says this will boost morale both personally and collectively. He adds that employee incentive programs such as small bonuses serve to better the morale of an individual employee and that of a group as a whole by making them more satisfied.

Temporary accommodation; In places like London or other big cities where employees can't afford to live, or if the employees live very far from where they work, the employer should provide temporary accommodation or subsidy to help their workers to have a better life and

place to live. For an international company, the employer can provide accommodation for employees working abroad. For example, MAERSK, a major international shipping company, provides accommodation for all employees who have to reside abroad (<http://www.jasper-associates.com>).

Transportation; The company can provide company cars or company buses for the employees' convenience. Most companies located in Bangkok provide company buses to pick up and drop off their employees from main roads throughout the city. For example, Thai Airways International provides buses from major roads in Bangkok to the office in the morning and provides buses back in the afternoon (<http://www.thairath.co.th>). The company also provides a shuttle bus between the airports and hotel accommodation for all staff while working abroad. The above motivators are just a few examples of how the employers can respond to their employees needs.

However, these are not the only motivators that influence the employee to perform their best. As people have higher needs than just physiological needs, the employer should consider other factors that can fulfill the employee needs on a higher level.

Security Needs: Good pay or a nice house can provide a response to employee needs to some point, but there are more factors that can motivate people to work effectively. People need security and protection from physical and emotional harm. Accordingly, to motivate staff, the employer should support or provide some security that can help the employees feel safe. This can be:

Job security; The employer should provide a programme of development to promote the staff's ability and confidence. This can also lead to potential career progression. Contracts of employment should have regular reviews and be of such a length to instill a feeling of security.

Fringe Benefits; The employer should provide health insurance, life insurance, and pension plans for their employees. This is because it instills a sense of commitment and security on behalf of the employer and encourages staff loyalty (Maslow, 1943). According to Doellgast (2006) fringe benefits are often known as "perks" and are items an employee receives in addition to their normal wage and/or salary. These include company cars, health insurance, free meals, education

e.t.c. he asserts that these encourage loyalty to the company such employees may stay longer with the company.

Affiliation/ Social Needs: A human being can be described as a social animal that needs to be taken and accepted as part of the group in which they participate. In order to motivate the employees to perform their best in their job, the employer should create an atmosphere that lifts the morale of employees by considering the following factors.

Sense of belonging; The employer should create a sense of belonging and responsibility. This means that if the employees believe the organisation is theirs, they will try their best to bring about its success. Encouraging the employees to become company shareholders on favorable terms is one method in which the employer can encourage the employees to identify more closely with the organization's aim and to be part of the organisation. This can also increase employees' personal loyalty. For example, BP gives an opportunity for their employees to gain profit sharing in terms of share ownership. This gives the employees an enjoyable, stimulating and rewarding career with the opportunity to progress (<http://www.manager.co.th>).

Trust and Acceptance; Trust and Acceptance are vital for human beings to be part of a group. The employer should realize that the more the employees believe that the employer trusts and believes in their ability, the better the result of their performances. Allowing them to take part in the decision-making is also a necessity. Involving employees in decision-making processes, giving employees the opportunity to share in decision-making, and letting employees be part of the planning and problem solving processes give them a personal interest in seeing the plan succeed, creating a clearer communication and better understanding of what role they must play as part of the team. For example, A Xerox customer service centre turned decisions about work schedules over to the employees. Employee work teams now control the scheduling, resulting in improved morale, better customer service, and a 30% percent reduction in the absenteeism rate (<http://www.bizjournals.com>). Trust is defined as the perception of one about others, decision to act based on speech, behavior and their decision (Hassan et al, 2010). If an organization wants to improve and be successful, trust plays a significant role so it should always be preserved to ensure an organizations existence and to enhance employees' motivation (Annamalai.T, 2010). It can make intrapersonal and interpersonal effects and influence on the relations inside and out the organization (Hassan et al, 2010).

Appraisal; Appraisals should take place at regular intervals of 6 months or a maximum of one year. This is an assessment of the employees by themselves usually in association with their immediate manager or supervisor. The employees are asked to judge themselves in terms of their skills, motivation, punctuality etc. and encouraged to discuss ways in which they can improve. At the subsequent appraisal meeting, a reassessment would be made in order to monitor the progress of the employee.

Feedback; It is important to provide an opportunity for the employees to be able to express their views or feelings about all aspects of their working life. This would normally be done in the same session as the appraisal meeting and is a chance for the employees to convey their thoughts about things that should be changed to make things better for themselves and the company and to discuss any problems they might have. Most employees do not look forward to appraisal meetings, but, if done properly, they usually come out feeling better about themselves and with increased motivation and resolution. As the foundation for increased productivity, the employer needs to boost employees' morale to make them feel that they are part of the team so that they will work harder to help reach the goal of their organisation (Maslow, 1943). The necessity of providing employees feedback on their performance has been supported by at least three human resource management theories of organizational behavior, and opined that feedback is a moderator variable in goal setting theory (Latham, G.P. & Locke, 2007; G. P. Latham., R. C. Ford & D. Tzabbar, 2012) because it is important for effectively guiding goal setting and pursuit. Social cognitive theory emphasizes the importance of feedback for increasing self-efficacy for the achievement of organizational goal (G. P. Latham., R. C. Ford & D. Tzabbar, 2012). The theory also explains the significance of feedback for allowing employees to see the connection between what they are doing and the result they expect to achieve. None of this theory indicates the frequency with which feedback should be given. The answer is suggested in Skinner's (F.B. Skinner, 1974) theory of reinforcement. Although the philosophy underlying reinforcement theory namely, behaviorism (B.J. Watson, 1924) has been disapproved for neglecting to acknowledge cognition as a mediating variable (P.G. Latham, 2007), this failure does not negate the effectiveness of this theoretical framework for suggesting ways of managing performance (D.M. Dunnette, 1976). Voluminous experiments show that when learning a response, a

continuous schedule of reinforcement results in higher performance than a variable schedule (B.C. Ferster & F.B. Skinner, 1957). Once the response is learned, and reinforcement is subsequently administered on a fixed interval such as once every minute, the responses increase rapidly only as the end of the predetermined time period approaches.

Self-Esteem Needs: Self-esteem is the feeling a person has with regard to his/her self-competence and self-respect. Self-esteem increases employees' confidence and allows them to respect their own responsibilities. If they have confidence they will give priority to their work and they will also respect themselves. If they respect themselves they can respect others, so building self-esteem can help the employees improve their relationships in the organisation as well as their personal and work performance. Building self-esteem is one key to improve employee happiness while working for the organisation. When people feel good about themselves, it's easier for them to be motivated. This is because when they have high self-esteem, they're not worried about what others are thinking of them. Self-esteem needs can be satisfied by:

Recognition; The employees need to feel that they have accomplished something and that their achievement has been noticed. The employer can respond to their needs by offering them promotion and praise either publicly or privately. For the international company, offering employees a position abroad is an option.

Responsibility; The employees need the employer to feel that they are useful and have abilities to do several tasks. To satisfy their needs, the employer can increase or add more responsibilities to the employees to increase their self-esteem. Allowing staff to gain qualifications at work can boost self-esteem, too. Moreover, giving them more challenging work as well as more interesting tasks will increase self-esteem. This is because interesting work actually engages the employees' their attention while challenging work maintains their interest and provides a sense of personal achievement when the job is done.

Value and Appreciation; Kiersy said that what motivates people is appreciation (Kiersy & Bates, 1978). A motivated employee is one that feels appreciated. Most employees will spend a lot of time after work and on weekends working for no pay, and often working a lot harder than they do at their job, to do something that will be appreciated. A problem of low morale can result if

the employees do not feel appreciated. Thus, the employer must convince the employees that their skills and knowledge are valued as well as increase communication and participation of the employees in management decisions. Also the self-esteem needs can be provided for by rewarding staff with status symbols like cars, offices and new job titles as this is also about how the employees see each other at work. At this stage the employees are working independently, competently, productively, and have a sense of pride in performing at a higher level.

Self-Actualization Needs: This is the need for realizing the employee's own potential for continual self-development. It involves realizing personal potential, achieving their full potential, self-fulfillment, and seeking personal growth and peak experiences. To satisfy employee needs, the employer should provide the following fulfillment.

Advancement; the employer must ensure that promotion is possible and that there are opportunities to use initiative. According to Blair, there are two types of advancement: the long-term issues of promotion, salary rises, job prospect; and the short-term issue of increased responsibility, acquisition of new skills, and broader experience (Blair, 2000). While the employees will be looking for the former, the employer should provide the latter and convince them that these are necessary and sufficient steps for the eventual advancement they seek. According to Herzberg, increasing responsibility can be seen as an advancement which gives rise to a sense of achievement.

Opportunities for growth and creativity; The employer should provide employees the opportunities for training continuously throughout their working life so that they can develop new skills and ideas to improve or adapt to their work and to keep up with changing technology. No matter how automated an organization may be, high productivity depends on the level of motivation and the effectiveness of the workforce so staff training is an indispensable strategy for motivating workers. One way managers can instigate motivation is to give appropriate information on the consequences of their actions on others (Adeyinka et al, 2007).

2.4 Organizational Performance

Composition of people which formulate independent business identity for some specific purpose is commonly known as organization and getting desired outcome within defined resource is treated as performance. Organizational performance comprises the actual output or results of an

organization as measured against its intended outputs (or goals and objectives) (Richard et al. (2009). According to Richard et al. (2009) organizational performance encompasses three specific areas of firm outcomes: (a) financial performance (profits, return on assets, return on investment, etc.); (b) product market performance (sales, market share, etc.); and (c) shareholder return (total shareholder return, economic value added, etc.). Specialists in many fields are concerned with organizational performance including strategic planners, operations, finance, legal, and organizational development. In recent years, many organizations have attempted to manage organizational performance using the balanced scorecard methodology where performance is tracked and measured in multiple dimensions such as: financial performance (e.g. shareholder return), customer service, social responsibility (e.g. corporate citizenship, community outreach) and employee stewardship.

2.5 Relationship between Employee Motivation and Organizational Performance

Employee motivation provides benefits to organizations and makes sense of belonging and pride in the workforce. In fact, it builds a win-win connection among organizations and employees; which is considered an ideal environment in numerous organizations and their employees. Employee motivation can flourish virtual human capacities. Motivated employees focus their job and work-life with additional importance and this leads to constant progress in coordination and work procedures. Employees execute their finest novelties and thought with the sense of belonging, enthusiasm, and delight, in empowered organizations. Adding up, they work with a sense of responsibility and prefer benefits of the organization to theirs (Yazdani,B.O. et al, 2011).

An internally satisfied, delighted and motivated worker or employee is actually a productive employee in an organization which contributes in efficiency and effectiveness of organization which leads to maximization of profits (Matthew.J. et al, 2009). When employees are satisfied, with work and work environment, then they identify themselves closely with the employing organization. Organizations cannot buy loyalty yet they constantly wish to foster it. Employees who are committed to the organization are likely to work harder towards organizational goals, seize opportunities and new ideas, and act as good public relations officers for their employers. With highly motivated staff, managers can expect better quality performance than from employees who are dissatisfied with the work they are doing (Buford et al, 1995)

According to Bergum & Lehr's (2004) study, which investigated the influence of monetary incentives and its removal on performance, showed that the subjects in the experimental group who receives individual incentives performed better than those in the control group. Daniel & Caryh (1995) study was designed to explore the ability of the investment model to predict job satisfaction and job commitment. The result showed that job satisfaction was best predicted by the rewards and cost value of the job and job commitment on the other hand, was best predicted by a combination of rewards, cost values and investment size. Akerele (2001) observes that poor remuneration is related to profits made by an organization. Wage differential between high and low income earners was related to the low morale, lack of commitment and low productivity. Nwachukwu (2004) blamed the productivity of Nigerian workers on several factors, among them is employers' failure to provide adequate compensation for hard work and indiscipline of the privileged class that arrogantly displays their wealth, which is very demoralizing to working class and consequently reduced their productivity. Judging from all these empirical studies and findings, one may generally conclude that a good remuneration package, which ties financial rewards to individual performance, can be expected to result in higher productivity.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

Under this chapter the researcher described the procedures that were followed in conducting the study. These include, research design, population of the study area, sample size and selection, data collection instruments, as well as the techniques that were used to analyze data, validity and reliability of the study and ethical consideration.

3.1 Research Design

The study used a case study research design and both primary and secondary researches were utilized. The case study design was used because it gave a description behind the results by capturing whatever happened and gave opportunity to highlight and bring attention to particular challenges (Neale et al, 2006). The design was selected because it was highly effective in bringing out results on employee motivation and organizational performance of SALL.

3.2 Population of the Study

The population of the study involved a total of 314 people, both female and male employees of SALL and their consumers of SALL's products.

3.3 Sample Size

The researcher used Slovine's formula in determining the minimum sample size. According to this formula, the sample size is obtained using $n = \frac{N}{1+Ne^2}$

Where, N is the target population, n is the sample size and e is the level of statistical significance and in this study was 0.05.

$$n = \frac{N}{1 + Ne^2}$$

$$n = \frac{314}{1 + 314(0.05)^2}$$

$$n = \frac{314}{1.785}$$

$$n = 176 \text{ respondents}$$

Therefore, 176 respondents were selected for the study.

3.4 Sample Selection

The study used the random sampling which involved selecting respondents from the study population by chance. The random sampling technique was used to select the sample for this investigation. Harris (1995) is of the opinion that a random sample is a sample that is chosen in such a way that every possible sample with the same number of observations is equally likely to be chosen. Sample units were randomly selected from clusters among which the population was divided. The sampling units within these randomly selected clusters were then selected to provide a representative sample from the population. This sampling technique is commonly used where the population under investigation is spread over a large geographical area. Smaller regional clusters were then easily sampled.

3.5 Data Collection Methods

The study obtained primary data by the use of self administered questionnaires while review of related literature were used to collect secondary data especially from the documents kept by SALL as well as from the written literature by different authors. Secondary methods helped to guarantee the authenticity of the data collected at the end. To collect primary data, questionnaire surveys were used: they are valuable method of collecting a wide range of information from a large number of respondents and they are usually straightforward to analyze (Saunders et al 2009). The self administered questionnaires approach was preferred because it is an appropriate instrument for any survey research. Adequate questionnaire construction is critical to the success of a survey. Inappropriate questions, incorrect order of questions, incorrect scaling, or poor questionnaire format can make the survey valueless, as it may not accurately reflect the views and opinions of the participants, (Mugenda and Mugenda 1999).

3.6 Data Analysis

The data was captured using the computer programme Microsoft Excel – version 5. The captured data was then analyzed by using the appropriate statistical tests. The statistical analysis was achieved by using the computer programme, Statistical Package for Social Scientists - SPSS

version 17. The results obtained from the statistical analysis of the data were presented in various tables.

3.7 Validity and Reliability of the Study

The validity of the results obtained from a sample focused on the extent to which they satisfy their ultimate purpose. The content validity was ensured by submitting the research designed questionnaire to an expert in my field to judge whether the instrument is valid or invalid. The data obtained from the respondents were doubly checked to ensure its accuracy and was processed for analysis. The data was edited, coded for completeness and processed using the Statistical Package for Social Scientists (SPSS) version 17 for the purpose of summarizing it.

3.8 Ethical Consideration

A study certificate from the school signed by the Dean was attached to the questionnaire introducing the author as a bachelor's student of Kampala international University of College of Economics and Management. A cover agreement between the researcher and the manager was attached to assure the respondents of anonymity of the data they provided.

3.9 Limitations of the Study

In undertaking this research project, certain limitations became apparent. These limitations include the following:

There were various limitations to this study that threatened the research validity. To address this issue the researcher claims an allowance of 5% margin of error at 0.05 level of significance. Measures are also indicated in order to minimize, if not to eradicate the threats to validity of the research findings of the study.

There was attrition/mortality in that not all questionnaires were returned completely answered yet some were even failed to be retrieved back due to circumstances on the part of the respondents such as travels, sickness, hospitalization and refusal/withdrawal to participate. In this case, the researcher received more respondents by exceeding the minimum sample size. The respondents were also reminded not to leave any item in the questionnaires unanswered and were closely followed up as to the date of retrieval.

The research instruments on the study were not standardized. Therefore there was validity and reliability test done to produce a credible measurement of the research variables of the study.

The sample chosen for the investigation: The sample chosen for this investigation included both employees at Sameer Agricultural and Livestock Limited and its consumers were selected from different divisions in Kampala district. Employees at Sameer Agricultural and Livestock Limited have extensive experience in dealing with organization and are, therefore, well-informed and are able to provide excellent insight into employee motivation. However, the consumers that were selected were all based in Kampala and future studies should include consumers from other districts to establish if consumers in different districts have similar or dissimilar viewpoints regarding employee motivation.

The number of questions included in the questionnaire: The questionnaire consisted of forty seven questions that were spread over six pages. The respondents that were interviewed and probed for answers relating to these questions found the questions to be thought provoking and irrelevant to their areas of expertise and were highly pressurized because they found the questionnaire to be too long and detailed.

The sample size of the study: This study focused on 176 respondents throughout Kampala. These respondents are located in different urban areas. No respondents located in rural and inaccessible areas were included in this study. Other types of respondents that are located in rural areas should also be probed to gain a more comprehensive understanding of all types of consumers.

The interpretation of the questionnaire: The questionnaire was conducted in English. This restriction presented some problems for respondents that are fluent in other languages, for example, luganda. A better interpretation of the questionnaire could be gained if questionnaire was in the same language as that spoken by the subject on a daily basis.

CHAPTER FOUR

PRESENTATION, INTERPRETATION AND ANALYSIS OF FINDINGS

4.0 Introduction

Under this chapter the researcher presented, interpreted and analyzed the findings. The researcher followed the objectives of the study to help in making a thorough analysis. The researcher used tables to present and analyze the findings.

4.1 Biographical Data of Respondents

The biographical data of both female and male employees of SALL and their consumers of fresh dairy products were considered to be significant in terms of evaluating employee motivation and organizational performance. The biographical data consisted of age, gender, educational level, marital status, working experience and position.

4.1.1 Age Groups of Respondents

Table 4.1: Age Groups of respondents

Age	Frequency	Percent
Under 20	23	13.10
21 – 30	52	29.50
31 – 40	53	30.30
41 – 50	32	18.00
51 – 60	13	7.40
61 and Above	3	1.70
Total	176	100.00

Source: Primary Data, 2014

During the field study, it was found out that the biggest percentage of respondents were in age bracket of 31-40 years as shown by 30.30%. 29.50% of the respondents were in age bracket of 21–30 years, 18.00% were of 41–50 years, 13.10% were of less than 20 years, 7.40 % were of 51–60 years and 1.70% was of 61 and above years. This implies that respondents in age bracket of 31-40 years actively participated in the study.

4.1.2 Gender of Respondents

Table 4.2: Gender of Respondents

Gender	Frequency	Percent
Male	151	85.80
Female	25	14.20
Total	176	100.00

Source: Primary Data, 2014

During the field study, it was found out that the biggest percentage of respondents were males as shown by 85.80% whereas 14.20% of respondents were females, implying that males were the ones who actively participated in the study.

4.1.3 Level of Education of Respondents

Table 4.3: Level of Education of Respondents

Level of Education	Frequency	Percent
Below Certificate	6	3.40
Certificate	74	42.00
Diploma	81	46.00
Degree	10	5.70
Post-Graduate	5	2.90
Total	176	100.00

Source: Primary Data, 2014

The biggest percentage of respondents was diploma holders as it was revealed by 46.00% of the respondents. This was followed by 42.00% of respondents who were certificate holders, then 5.70% of the respondents were degree holders, 3.40% of respondents were below certificate holders and 2.90% of respondents were post-graduate holders.

4.1.4 Marital Status

Table 4.4: Marital Status of Respondents

Marital Status	Frequency	Percent
Single	83	47.20
Married	61	34.70
Divorced	32	18.10
Total	176	100.00

Source: Primary Data, 2014

From table 4.4, it can be seen that 47.20% of respondents were single followed by 34.70% of respondents who were married whereas 18.10% of respondents had divorced. Therefore, it was indicated that respondents who were single actively participated in the study and had more knowledge about employee motivation and organizational performance at SALL.

4.1.5 Working Experience of Employees

Table 4.5: Working Experience of Employees

Length of Service	Frequency	Percent
1 – 5 Years	21	11.90
6 – 10 Years	54	30.70
11 – 15 Years	42	23.90
16 – 20 Years	36	20.50
21 –25 Years	20	11.40
26 and Above	3	1.60
Total	176	100.00

Source: Primary Data, 2014

From table 4.5, it was found out that 30.70% of respondents have worked at SALL for 6–10 years. This was followed by 23.90% of respondents who had a working experience of 11–15 years, followed by 16–20 years, 1–5 years, and 21–25 years with 20.50%, 11.90% and 11.40% respectively. Only 1.60% of respondents had a working experience of 26 and above years. This implies that majority of respondents were of working experience of 6–10 years.

The next section, that is, the quantitative analysis of the data will provide greater insight into the responses to the questionnaires administered to respondents.

4.2 Factors Affecting Employees' Motivation

The study objective one was set to determine the factors that factors affecting employees' motivation in SALL towards its organizational performance.

Table 4.6: Money Is an Important Factor to Influence Motivation of the Employee to Perform Their Best for the Organisation

Response	Frequency	Percent
Strongly Disagree	0	0.00
Disagree	0	0.00
Not Sure	15	8.50
Agree	72	40.90
Strongly Agree	89	50.60
Total	176	100.00

Source: Primary Data, 2014

From table 4.6, it was found out that the majority of the respondents, that is, 50.60% in this study strongly agreed that money is an important factor to influence motivation of the employee to perform their best for the organisation. 40.90% of respondents agreed with this view and 8.50% of respondents were not sure whereas 0% number of respondents neither disagreed nor strongly disagreed, implying that money is an important factor to influence motivation of the employee to perform their best for the organisation.

Table 4.7: SALL Provides Temporary Accommodation for Employees Who Live Very Far From Work

Response	Frequency	Percent
Strongly Disagree	75	42.60
Disagree	76	43.20
Not Sure	19	10.80
Agree	6	3.40
Strongly Agree	0	0.00
Total	176	100.00

Source: Primary Data, 2014

From table 4.7, it can be seen that 43.20% and 42.60% of respondents respectively disagreed and strongly disagreed that SALL provides temporary accommodation for employees who live very far from work. 10.80% of respondents were not sure, 3.40% agreed and none of respondents strongly agreed. This implies that SALL does not provide temporary accommodation for employees who live very far from work.

Table 4.8: SALL Provides Buses to Pick Up and Drop off Their Employees from Main Roads throughout the City

Response	Frequency	Percent
Strongly Disagree	81	46.00
Disagree	63	35.80
Not Sure	26	14.80
Agree	6	3.40
Strongly Agree	0	0.00
Total	176	100.00

Source: Primary Data, 2014

The results displayed in table 4.8 indicate that the majority of the respondents, that is, 81.80%, in this study, either disagreed or strongly disagreed that SALL provides buses to pick up and drop off their employees from main roads throughout the city. 14.80% were not sure and 3.40%

agreed with this whereas 0% strongly agreed, implying that SALL does not provide buses to pick up and drop off their employees from main roads throughout the city.

Table 4.9: SALL Provides a Programme of Development to Promote the Staff's Ability and Confidence

Response	Frequency	Percent
Strongly Disagree	0	0.00
Disagree	0	0.00
Not Sure	13	7.40
Agree	83	47.20
Strongly Agree	80	45.40
Total	176	100.00

Source: Primary Data, 2014

The findings illustrated in table 4.9 indicate that the majority of the respondents, that is, 47.20% agreed that SALL provides a programme of development to promote the staff's ability and confidence. 45.40% of the respondents strongly agreed while 7.40% of respondents were not sure and none of respondents strongly disagreed, implying that SALL provides a programme of development to promote the staff's ability and confidence.

Table 4.10: SALL Provides Health Insurance, Life Insurance, and Pension Plans for Its Employees

Response	Frequency	Percent
Strongly Disagree	0	0.00
Disagree	0	0.00
Not Sure	10	5.70
Agree	58	33.00
Strongly Agree	108	61.30
Total	176	100.00

Source: Primary Data, 2014

From table 4.10, the majority of the respondents, that is, 61.30% in this study strongly agreed that SALL provides health insurance, life insurance, and pension plans for its employees. This

was followed by 33.00% of respondents who agreed, 5.70% were not sure and none of respondents strongly disagreed or disagreed, implying that SALL provides health insurance, life insurance, and pension plans for its employees.

Table 4.11: SALL Encourages the Employees to Become Company Shareholders on Favorable Terms

Response	Frequency	Percent
Strongly Disagree	59	33.50
Disagree	90	51.10
Not Sure	23	13.10
Agree	4	2.30
Strongly Agree	0	0.00
Total	176	100.00

Source: Primary Data, 2014

According to table 4.11, 51.10% and 33.50% of the respondents in this study respectively disagreed and strongly disagreed that SALL encourages the employees to become company shareholders on favorable terms. 13.10% of respondents were not sure and 2.30% agreed. None of respondents strongly agreed. This implies that SALL does not encourage the employees to become company shareholders on favorable terms.

Table 4.12: SALL Trusts and Believes Employees' Ability

Response	Frequency	Percent
Strongly Disagree	104	59.10
Disagree	54	30.70
Not Sure	15	8.50
Agree	3	1.70
Strongly Agree	0	0.00
Total	176	100.00

Source: Primary Data, 2014

Table 4.12 indicate that 59.10% of respondents strongly disagreed that SALL trusts and believes in employees' ability while 30.70% of respondents disagreed. 8.50% of respondents were not

sure and 1.70% agreed with this. None of respondents strongly agreed. This implies that SALL does not trust and believes in employees' ability.

Table 4.13: The Employees Are Asked To Judge Themselves In Terms Of Their Skills, Motivation, and Punctuality and Encouraged To Discuss Ways in Which They Can Improve.

Response	Frequency	Percent
Strongly Disagree	0	0.00
Disagree	1	0.60
Not Sure	16	9.10
Agree	102	58.00
Strongly Agree	57	32.30
Total	176	100.00

Source: Primary Data, 2014

According to table 4.13, 58.00% of respondents agreed that the employees are asked to judge themselves in terms of their skills, motivation, and punctuality and encouraged to discuss ways in which they can improve. While 32.30% of respondents strongly agreed and 9.10%, 0.60% and 0% number of respondents were not sure, disagreeing and strongly disagreeing with this opinion respectively, implying that the employees are asked to judge themselves in terms of their skills, motivation, and punctuality and encouraged to discuss ways in which they can improve.

Table 4.14: SALL Provides an Opportunity for the Employees to Be Able To Express Their Views or Feelings about All Aspects of Their Working Life

Response	Frequency	Percent
Strongly Disagree	12	6.60
Disagree	16	9.00
Not Sure	38	21.70
Agree	72	41.00
Strongly Agree	38	21.70
Total	176	100.00

Source: Primary Data, 2014

As can be seen in table 4.14, 41.00% of respondents agreed that SALL provides an opportunity for the employees to be able to express their views or feelings about all aspects of their working life. 21.70% of respondents strongly agreed and the same percentage were for respondents who were not sure. 9.00% and 6.60% of respondents disagreed and strongly disagreed with this statement respectively. This implies that SALL provides an opportunity for the employees to be able to express their views or feelings about all aspects of their working life.

Table 4.15: SALL Responds To Our Needs by Offering Promotion and Praise Either Publicly or Privately

Response	Frequency	Percent
Strongly Disagree	6	3.30
Disagree	14	7.80
Not Sure	23	13.10
Agree	97	54.90
Strongly Agree	37	20.90
Total	176	100.00

Source: Primary Data, 2014

As illustrated in table 4.15, 54.90% of respondents agreed that SALL responds to our needs by offering promotion and praise either publicly or privately. This was so high as compared to 20.90%, 13.10%, 7.80% and 3.30% of respondents who strongly agreed, not sure, disagreed and strongly disagreed with this respectively. This implies that SALL responds to our needs by offering promotion and praise either publicly or privately.

Table 4.16: SALL Feels That Employees Are Useful and Have Abilities to Do Several Tasks

Response	Frequency	Percent
Strongly Disagree	5	2.90
Disagree	17	9.40
Not Sure	36	20.50
Agree	76	43.00
Strongly Agree	43	24.20
Total	176	100.0

Source: Primary Data, 2014

From table 4.16, it can be seen that 43.00% of respondents agreed that SALL feels that employees are useful and have abilities to do several tasks. 24.20% of respondents strongly agreed while 20.50% of respondents were not sure, 9.40% disagreed and 2.90% of respondents strongly disagreed with this view implying that SALL feels that employees are useful and have abilities to do several tasks.

Table 4.17: SALL Appreciates Most Employees after Work for Their Valuable Skills and Knowledge

Response	Frequency	Percent
Strongly Disagree	7	4.10
Disagree	11	6.10
Not Sure	32	18.00
Agree	102	57.90
Strongly Agree	24	13.90
Total	176	100.00

Source: Primary Data, 2014

From Table 4.17, majority of respondents indicated by 57.90% agreed that SALL appreciates most employees after work for their valuable skills and knowledge. This was compared with 13.90% of respondents who strongly agreed, 18.00% were not sure, 6.10% disagreed and 4.10 strongly disagreed with this view. This implies that SALL appreciates most employees after work for their valuable skills and knowledge.

Table 4.18: SALL Always Realize the Need for the Employee's Own Potential For Continual Self-Development

Response	Frequency	Percent
Strongly Disagree	4	2.50
Disagree	11	6.10
Not Sure	37	20.90
Agree	97	55.30
Strongly Agree	27	15.20
Total	176	100.00

Source: Primary Data, 2014

In table 4.18, 55.30% of respondents agreed that SALL always realizes the need for the employee's own potential for continual self-development. 20.90% of respondents were not sure while 15.20% of respondents strongly agreed. Only 6.10% and 2.50% of respondents disagreed and strongly disagreed with this view respectively. Thus, SALL always realize the need for the employee's own potential for continual self-development.

Table 4.19: SALL Always Provide Advancement

Response	Frequency	Percent
Strongly Disagree	0	0.00
Disagree	19	10.80
Not Sure	6	3.40
Agree	33	18.80
Strongly Agree	118	67.00
Total	176	100.00

Source: Primary Data, 2014

As can be observed from table 4.19, 67.00% of respondents strongly agreed that SALL always provide advancement. 18.80% of respondents agreed with this view. 10.80% of respondents disagreed while 3.40% of respondents were not sure and none strongly disagreed. This implies that SALL always provide advancement.

Table 4.20: SALL Provides Opportunities for Training Continuously Throughout Employees' Working Life

Response	Frequency	Percent
Strongly Disagree	9	5.30
Disagree	27	15.20
Not Sure	14	7.80
Agree	77	43.90
Strongly Agree	49	27.80
Total	176	100.00

Source: Primary Data, 2014

From table 4.20, it was found out that 43.90% of respondents agreed that SALL provides opportunities for training continuously throughout employees' working life. Whereas 27.80% of respondents strongly agreed, 15.20% disagreed with this view. 7.80% were not sure and only 5.30% of respondents strongly disagreed. Thus, SALL provides opportunities for training continuously throughout employees' working life.

4.4 The Relationship between Employee Motivation and Organizational Performance at SALL.

The third objective was set to examine the relationship between employee motivation and organizational performance at SALL.

Table 4.21: Motivating Employees through Sense of Belonging and Pride in the Workforce Provides Benefits to Organizations

Response	Frequency	Percent
Strongly Disagree	0	0.00
Disagree	23	13.10
Not Sure	1	0.60
Agree	61	34.70
Strongly Agree	91	51.70
Total	176	100.00

Source: Primary Data, 2014

From Table 4.21, it can be observed that 51.70% of respondents strongly agreed that motivating employees through sense of belonging and pride in the workforce provides benefits to organizations. Also this was complimented by 34.70% of respondents who agreed with this view. Only 13.10% of respondents disagreed, implying that motivating employees through sense of belonging and pride in the workforce provides benefits to organizations.

Table 4.22: Motivated Employees Focus Their Job and Work-Life with Additional Importance and This Leads To Constant Progress in Coordination and Work Procedures

Response	Frequency	Percent
Strongly Disagree	0	0.00
Disagree	40	22.70
Not Sure	2	1.10
Agree	55	31.30
Strongly Agree	79	44.90
Total	176	100.00

Source: Primary Data, 2014

In table 4.22, it is clear that 44.90% of respondents strongly agreed that motivated employees focus their job and work-life with additional importance and this leads to constant progress in coordination and work procedures. Also 31.30% agreed with this view though 22.70% of respondents disagreed. This strongly showed that motivated employees focus their job and work-life with additional importance and this leads to constant progress in coordination and work procedures. This implies that motivated employees focus their job and work-life with additional importance and this leads to constant progress in coordination and work procedures.

Table 4.23: Motivated Employees Work with a Sense of Responsibility and Prefer Benefits of the Organization to Theirs

Response	Frequency	Percent
Strongly Disagree	1	0.60
Disagree	12	6.80
Not Sure	8	4.50
Agree	62	35.20
Strongly Agree	93	52.90
Total	176	100.00

Source: Primary Data, 2014

In table 4.23, it is clear that 52.90% of respondents strongly agreed that motivated employees work with a sense of responsibility and prefer benefits of the organization to theirs. Furthermore, this was supplemented by 35.20% of respondents who agreed with the same view implying that, motivated employees work with a sense of responsibility and prefer benefits of the organization to theirs.

Table 4.24: Motivated Employees Contribute In Efficiency and Effectiveness of Organization Which Leads To Maximization of Profits

Response	Frequency	Percent
Strongly Disagree	1	0.60
Disagree	9	5.10
Not Sure	0	0.00
Agree	71	40.30
Strongly Agree	95	54.00
Total	176	100.00

Source: Primary Data, 2014

In table 4.24, it is clear that 54.00% of respondents strongly agreed that motivated employees contribute in efficiency and effectiveness of organization which leads to maximization of profits. A view that was supplemented by 40.30% of respondents agreeing with the same though 5.10% disagreed, 0.06% strongly disagreed and none of respondents were not sure, implying that Motivated employees contributes in efficiency and effectiveness of organization which leads to maximization of profits.

Table 4.25: Motivated Employees Are Committed To the Organization and Work Harder Towards Organizational Goals, Seize Opportunities and New Ideas, and Act As Good Public Relations Officers for Their Employers

Response	Frequency	Percent
Strongly Disagree	1	0.60
Disagree	7	4.00
Not Sure	1	0.60
Agree	50	28.40
Strongly Agree	117	66.40
Total	176	100.00

Source: Primary Data, 2014

From table 4.25, it can be seen that 66.40% of the respondents strongly agreed that motivated employees are committed to the organization and work harder towards organizational goals, seize opportunities and new ideas, and act as good public relations officers for their employers. This was also supplemented by 28.40% of the respondents who agreed implying that motivated employees are committed to the organization and work harder towards organizational goals, seize opportunities and new ideas, and act as good public relations officers for their employers.

Table 4.26: With Highly Motivated Staff, Managers Can Expect Better Quality Performance than From Employees Who Are Dissatisfied With the Work They Are Doing

Response	Frequency	Percent
Strongly Disagree	3	1.70
Disagree	46	26.10
Not Sure	1	0.60
Agree	72	40.90
Strongly Agree	54	30.70
Total	176	100.00

Source: Primary Data, 2014

From table 4.26, 40.90% of respondents agreed that with highly motivated staff, managers can expect better quality performance than from employees who are dissatisfied with the work they are doing. This was confirmed by 30.70% of respondents strongly agreeing with the same implying that with highly motivated staff, managers can expect better quality performance than from employees who are dissatisfied with the work they are doing.

Table 4.27: Motivated Employees Who Receive Individual Incentives Perform Better

Response	Frequency	Percent
Strongly Disagree	3	1.70
Disagree	5	2.80
Not Sure	1	0.60
Agree	44	25.00
Strongly Agree	123	69.90
Total	176	100.0

Source: Primary Data, 2014

From table 4.27, 69.90% of respondents strongly agreed that motivated employees who receive individual incentives perform better. 25.00% of respondents agreed, 2.80% disagreed, 1.70% strongly disagreed and 0.60% was not sure with such view which implies that motivated employees who receive individual incentives perform better.

Table 4.28: Motivated Employees Have the Ability of the Investment Model to Predict Job Satisfaction and Job Commitment

Response	Frequency	Percent
Strongly Disagree	1	0.60
Disagree	9	5.10
Not Sure	1	0.60
Agree	82	46.60
Strongly Agree	83	47.20
Total	176	100.00

Source: Primary Data, 2014

From table 4.28, it is clear that 47.20% and 46.60% of respondents respectively strongly agreed and agreed that motivated employees have the ability of the investment model to predict job satisfaction and job commitment. Only 5.10% of respondents disagreed. This implies that motivated employees have the ability of the investment model to predict job satisfaction and job commitment.

Table 4.29: Unmotivated Employee Lowers Profits Made By an Organization

Response	Frequency	Percent
Strongly Disagree	9	5.10
Disagree	74	42.00
Not Sure	2	1.10
Agree	34	19.30
Strongly Agree	57	32.50
Total	176	100.0

Source: Primary Data, 2014

From table 4.29, 32.50% of respondents strongly agreed unmotivated employees lowers profits made by an organization. Only 19.30% of respondents agreed. However, 42.00% disagreed with this issue, implying that an unmotivated employee lowers profits made by an organization.

Table 4.30: Wage Differential between High and Low Income Earners Lead To Low Morale, Lack of Commitment and Low Productivity

Response	Frequency	Percent
Strongly Disagree	4	2.20
Disagree	20	11.40
Not Sure	4	2.30
Agree	58	33.00
Strongly Agree	90	51.10
Total	176	100.00

Source: Primary Data, 2014

From table 4.30, 51.10% of respondents strongly agreed and 33.00% agreed that wage differential between high and low income earners lead to low morale, lack of commitment and low productivity. Only 11.40% of respondents disagreed on the same view though 2.30% were not sure. This implies that wage differential between high and low income earners lead to low morale, lack of commitment and low productivity.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

Under this chapter the researcher discussed and gave conclusion to the major findings of the study, in light of the objectives and research questions. The researcher also presented some recommendations for branding and business performance of fast moving consumer goods. The recommendations will suggest some areas that need further study.

5.1 Summary of Findings

5.1.1 Factors That Factors Affecting Employees' Motivation in SALL

It was revealed that that money is an important factor to influence motivation of the employee to perform their best for the organisation. This was indicated by the majority of the respondents, that is, 50.60% in this study who strongly agreed that money is an important factor to influence motivation of the employee to perform their best for the organisation. 40.90% of respondents agreed with this view and 8.50% of respondents were not sure whereas 0% of respondents neither disagreed nor strongly disagreed. This strongly supported by Maslow (1943), who stressed that; the fact cannot be denied that money is one factor that influences people's way of life. Even though money becomes a less important factor to influence motivation of the employee to perform their best for the organisation, it still has an effect on the performance of the employees. Also this was supported by Sara et al. (2004), money is the fundamental inducement; no other incentive or motivational technique comes even close to it with respect to its influential value. It was revealed that SALL does not provide temporary accommodation for employees who live very far from work. This was indicated by 43.20% and 42.60% of respondents respectively who disagreed and strongly disagreed that SALL provides temporary accommodation for employees who live very far from work. 10.80% of respondents were not sure, 3.40% agreed and none of respondents strongly agreed. This was against Maslow (1943), view who stressed that; in places like London or other big cities where employees can't afford to live, or if the employees live very far from where they work, the employer should provide temporary accommodation or subsidy to help their workers to have a better life and place to live. Also it was revealed that SALL does not provide buses to pick up and drop off their employees

from main roads throughout the city. This was indicated by the majority of the respondents, that is, 81.80%, in this study, who either disagreed or strongly disagreed that SALL provides buses to pick up and drop off their employees from main roads throughout the city. 14.80% were not sure and 3.40% agreed with this whereas 0% strongly agreed. As compared to Maslow (1943) view of; most companies located in Bangkok provide company buses to pick up and drop off their employees from main roads throughout the city, this was against it. The findings revealed that SALL provides a programme of development to promote the staff's ability and confidence as this was indicated by the majority of the respondents, that is, 47.20% who agreed that SALL provides a programme of development to promote the staff's ability and confidence. 45.40% of the respondents strongly agreed while 7.40% of respondents were not sure and none of respondents strongly disagreed. It was revealed that SALL provides health insurance, life insurance, and pension plans for its employees. This was indicated by the majority of the respondents, that is, 61.30% in this study who strongly agreed that SALL provides health insurance, life insurance, and pension plans for its employees. This was followed by 33.00% of respondents who agreed, 5.70% were not sure and none of respondents strongly disagreed or disagreed. This implied that SALL provides fringe benefits to its employees and this was supported by Doellgast (2006), fringe benefits are often known as "perks" and are items an employee receives in addition to their normal wage and/or salary. These include company cars, health insurance, free meals, education e.t.c. he asserts that these encourage loyalty to the company such employees may stay longer with the company. From the findings, it was revealed that SALL does not encourage the employees to become company shareholders on favorable terms. This was indicated by the majority 51.10% and 33.50% of the respondents in this study respectively who disagreed and strongly disagreed that SALL encourages the employees to become company shareholders on favorable terms. 13.10% of respondents were not sure and 2.30% agreed. None of respondents strongly agreed. It was also revealed that SALL does not trust and believes in employees' ability as this was indicated by the majority 59.10% of respondents who strongly disagreed that SALL trust and believes in our ability while 30.70% of respondents disagreed. 8.50% of respondents were not sure and 1.70% agreed with this. None of respondents strongly agreed. SALL should realize that the more the employees believe that the employer trusts and believes in their ability, the better the result of their performances. According to Hassan et al, (2010), Trust is defined as the perception of one about others, decision to act based on speech, behavior and their decision.

If an organization wants to improve and be successful, trust plays a significant role so it should always be preserved to ensure an organizations existence and to enhance employees' motivation (Annamalai.T, 2010). It can make intrapersonal and interpersonal effects and influence on the relations inside and out the organization (Hassan et al, 2010). It was found out that the employees are asked to judge themselves in terms of their skills, motivation, and punctuality and encouraged to discuss ways in which they can improve as this was indicated by the majority 58.00% of respondents who agreed that the employees are asked to judge themselves in terms of their skills, motivation, and punctuality and encouraged to discuss ways in which they can improve. While 32.30% of respondents strongly agreed and 9.10%, 0.60% and 0.00% of respondents were not sure, disagreeing and strongly disagreeing with this opinion respectively. Also it was revealed that SALL provides an opportunity for the employees to be able to express their views or feelings about all aspects of their working life, as this was indicated by the majority 41.00% of respondents who agreed that SALL provides an opportunity for the employees to be able to express their views or feelings about all aspects of their working life. 21.70% of respondents strongly agreed and the same percentage were for respondents who were not sure. 9.00% and 6.60% of respondents disagreed and strongly disagreed with this statement respectively. The findings also revealed that SALL responds employees' needs by offering promotion and praise either publicly or privately this was indicated by the majority 54.90% of respondents who agreed that SALL responds to our needs by offering promotion and praise either publicly or privately. This was so high as compared to 20.90%, 13.10%, 7.80% and 3.30% of respondents who strongly agreed, not sure, disagreed and strongly disagreed with this respectively. It was revealed that SALL feels that employees are useful and have abilities to do several tasks as this was indicated by the majority 43.00% of respondents who agreed that SALL feels that employees are useful and have abilities to do several tasks. 24.20% of respondents strongly agreed while 20.50% of respondents were not sure, 9.40% disagreed and 2.90% of respondents strongly disagreed with this view. From the findings, it was revealed that SALL appreciates most employees after work for their valuable skills and knowledge as this was indicated by the majority of respondents by 57.90% who agreed that SALL appreciates most employees after work for their valuable skills and knowledge. This was compared with 13.90% of respondents who strongly agreed, 18.00% were not sure, 6.10% disagreed and 4.10 strongly disagreed with this view. This was fully supported by Kiersy who said that what motivates

people is appreciation (Kiersy and Bates, 1978). A motivated employee is one that feels appreciated. Most employees will spend a lot of time after work and on weekends working for no pay, and often working a lot harder than they do at their job, to do something that will be appreciated. A problem of low morale can result if the employees do not feel appreciated. Thus, the employer must convince the employees that their skills and knowledge are valued as well as increase communication and participation of the employees in management decisions. It was further revealed that SALL always realize the need for the employee's own potential for continual self-development as this was indicated by the majority 55.30% of respondents who agreed that SALL always realize the need for the employee's own potential for continual self-development. 20.90% of respondents were not sure while 15.20% of respondents strongly agreed. Only 6.10% and 2.50% of respondents disagreed and strongly disagreed with this view respectively. It was found out that SALL always provide advancement as this was indicated by the majority 67.00% of respondents who strongly agreed that SALL always provide advancement. 18.80% of respondents agreed with this view. 10.80% of respondents disagreed while 3.40% of respondents were not sure and none strongly disagreed. Also it was found out that SALL provides opportunities for training continuously throughout employees' working life as this was indicated by the majority 43.90% of respondents who agreed that SALL provides opportunities for training continuously throughout employees' working life. Whereas 27.80% of respondents strongly agreed, 15.20% disagreed with this view. 7.80% were not sure and only 5.30% of respondents strongly disagreed.

5.1.2 Relationship between Employee Motivation and Organizational Performance at SALL.

It was revealed that motivating employees through sense of belonging and pride in the workforce provides benefits to organizations as this was indicated by the majority 51.70% of respondents who strongly agreed that motivating employees through sense of belonging and pride in the workforce provides benefits to organizations. Also this was complimented by 34.70% of respondents who agreed with this view. Only 13.10% of respondents disagreed. Employee motivation builds a win-win connection among organizations and employees; which is considered an ideal environment in numerous organizations and their employees. Employee motivation can flourish virtual human capacities (Yazdani,B.O. et al, 2011). It was found out that motivated employees focus their job and work-life with additional importance and this leads to

constant progress in coordination and work procedures and this was indicated by the majority 44.90% of respondents who strongly agreed with this. Also 31.30% agreed with this view though 22.70% of respondents disagreed. From the findings, it was revealed that motivated employees work with a sense of responsibility and prefer benefits of the organization to theirs. This was indicated by the majority 52.90% of respondents who strongly agreed that motivated employees work with a sense of responsibility and prefer benefits of the organization to theirs. Further more, this was supplemented by 35.20% of respondents, who agreed with the same view. It was found that motivated employees contribute in efficiency and effectiveness of organization which leads to maximization of profits. This was indicated by the majority 54.00% of respondents who strongly agreed with this view the same were supplemented by 40.30% of respondents agreeing with the same though 5.10% disagreed, 0.06% strongly disagreed and none of respondents were not sure. An internally satisfied, delighted and motivated worker or employee is actually a productive employee in an organization which contributes in efficiency and effectiveness of organization which leads to maximization of profits (Matthew.J. et al, 2009). It was revealed that motivated employees are committed to the organization and work harder towards organizational goals, seize opportunities and new ideas, and act as good public relations officers for their employers. This was indicated by the majority 66.40% of the respondents strongly agreed that motivated employees are committed to the organization and work harder towards organizational goals, seize opportunities and new ideas, and act as good public relations officers for their employers. This was also supplemented by 28.40% of the respondents who agreed. Employees who are committed to the organization are likely to work harder towards organizational goals, seize opportunities and new ideas, and act as good public relations officers for their employers (Buford et al, 1995). Furthermore, it was revealed that with highly motivated staff, managers can expect better quality performance than from employees who are dissatisfied with the work they are doing as this was indicated by the majority 40.90% of respondents who agreed that with highly motivated staff, managers can expect better quality performance than from employees who are dissatisfied with the work they are doing. This was confirmed by 30.70% of respondents strongly agreeing with the same. With highly motivated staff, managers can expect better quality performance than from employees who are dissatisfied with the work they are doing (Buford et al, 1995). From the findings, it was revealed that motivated employees who receive individual incentives perform better. This was indicated by the majority 69.90% of respondents who

strongly agreed that motivated employees who receive individual incentives perform better. 25.00% of respondents agreed, 2.80% disagreed, 1.70% strongly disagreed and 0.60% was not sure with such view. From the findings, it was revealed that motivated employees have the ability of the investment model to predict job satisfaction and job commitment. This was clearly indicated by the majority 47.20% and 46.60% of respondents respectively who strongly agreed and agreed that motivated employees have the ability of the investment model to predict job satisfaction and job commitment. Only 5.10% of respondents disagreed. It was also found out that an unmotivated employee lowers profits made by an organization. This was indicated by the majority 32.50% of respondents who strongly agreed unmotivated employees lower profits made by an organization. Only 19.30% of respondents agreed. However, 42.00% disagreed with this issue. According to Akerele (2001) observed that poor remuneration is related to profits made by an organization. It was revealed that wage differential between high and low income earners lead to low morale, lack of commitment and low productivity. This was indicated by the majority 51.10% of respondents who strongly agreed and 33.00% agreed that wage differential between high and low income earners lead to low morale, lack of commitment and low productivity.

5.2 Conclusions of the Study

The main purpose of the research was to establish effect of employee motivation on organizational performance in Sameer Agricultural and Livestock Limited (SALL) and the results showed that employee motivation influences directly on organizational performance. In other words, using employee motivation in effecting financial performance, Customer service, Social responsibility and Employee stewardship improves SALL' organizational performance in the above ways. Using employee motivation and its advantages is an appropriate competitive tool for retaining productive employees. Motivated employees of any organization are the most central part so they need to be influenced and persuaded towards tasks fulfillment because very few organizations believe that the human personnel and employees of any organization are its main assets which can lead them to success or if not focused well, to decline. Unless and until, the employees of any organization are satisfied with it, are motivated for the tasks fulfillment and goals achievements and encouraged, none of the organization can progress or achieve success. Therefore, employee motivation has been found over the years to be one of the policies the organization can adopt to increase their workers performance and thereby increase the organizations productivity. Employee motivation is one of the policies of managers to increase

effectual job management amongst employees in organizations. This is because most employers of labour have realized the fact that for their organizations to compete favourably, the performance of their employees goes a long way in determining the success of the organization. High performance HR practices are assumed to enhance employee motivation and performance, and, in turn, these more motivated and better performing employees improve firm performance. As the foundation for increased productivity, employee motivation boosts employees' morale to make them feel that they are part of the team so that they will work harder to help reach the goal of their organisation.

5.3 Recommendations

Employee motivation is a tool that seems to provide new and exciting organizational performance at SALL. SALL to have an exciting organizational performance is therefore recommended to consider the following;

For the employees who live very far from where they work, SALL should provide temporary accommodation or subsidy to help their workers to have a better life and place to live.

For the employees' convenience, SALL should provide company buses to pick up and drop off its employees from main roads throughout the city.

SALL should maintain in providing a programme of development to promote the staff's ability and confidence.

SALL should provide health insurance, life insurance, and pension plans for its employees.

SALL should create a sense of belonging and responsibility through encouraging the employees to become company shareholders on favorable terms to identify more closely with the organization's aim and to be part of the organisation.

SALL should trust and believe in the employees' ability, for the better the result of their performances by allowing them to take part in the decision-making.

Appraisals at SALL should take place at regular intervals of 6 months or a maximum of one year.

SALL should provide an opportunity of feedback for its employees to be able to express their views or feelings about all aspects of their working life.

SALL should recognize its employees by responding to their needs by offering them promotion and praise them either publicly or privately.

5.4 Areas for Future Research

This study has proven that employee motivation affects organizational performance of companies. It is suggested that future research be carried out on the impact of employee's motivation on organizational effectiveness; the impact of reward and recognition programs on employee's motivation and satisfaction and the importance of pay in employee motivation.

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APPENDICES

APPENDIX A

SELF ADMINISTERED QUESTIONNAIRE

Dear Respondents;

I Birungi Falidah a student of Kampala international University of College of Economics and Management finalizing my Degree in Bachelors of Human Resource Management. As part of my requirement for the Degree award, I have to present a dissertation. The study is on Employee Motivation and Organizational Performance in Kampala, Uganda; A Case Study of Sameer Agricultural and Livestock Limited.

I am now on my field part of collecting information for my dissertation and you are being requested to respond to the various questions in the questionnaire attached. This interview will be treated with the strictest confidentiality. It would therefore be greatly appreciated if you would answer all questions in a fair and open manner. The information gathered from this questionnaire will be used purely for research purposes. Thank you for taking the time and effort to complete this questionnaire. Your cooperation is greatly appreciated. Your participation is voluntary and you may withdraw from the survey at any stage. I shall be grateful for your co operation in this regard.

Thank you.

Birungi Falidah (Candidate)

SECTION A: BIOGRAPHICAL DATA

Please place a cross (X) in the block that applies to you.

1. AGE

Under 20	<input type="checkbox"/>	21-30	<input type="checkbox"/>	31-40	<input type="checkbox"/>
41-50	<input type="checkbox"/>	51-60	<input type="checkbox"/>	61 and Above	<input type="checkbox"/>

2. GENDER

Male ☐ Female ☐

3. HIGHEST EDUCATION LEVEL

Below Certificate ☐ Certificate ☐

Diploma ☐ Degree ☐

Post-Graduate Qualification ☐

Other (Specify).....

4. MARITAL STATUS

Single ☐ Married ☐ Divorced ☐

5. WORKING EXPERIENCE IN YEARS

1 – 5 ☐ 6 – 10 ☐ 11 – 15 ☐

16 – 20 ☐ 21 -25 ☐ 26 and above ☐

6. POSITION/JOB TITLE IN THE ORGANISATION (Please Specify Below)

Please indicate the extent to which you disagree or agree with each of the following statements.

Please indicate your preference by marking with a cross (X) in the appropriate block provided.

1	Strongly Disagree	SD
2	Disagree	D
3	Not Sure	N
4	Agree	A
5	Strongly Agree	SA

SECTION B: FACTORS AFFECTING EMPLOYEES' MOTIVATION

Nº	QUESTION	SD	D	N	A	SA
1.	Money is an important factor to influence motivation of the employee to perform their best for the organisation					
2.	The company provides temporary accommodation for employees who live very far from work					
3.	The company provides buses to pick up and drop off their employees from main roads throughout the city					
4.	The company provides a programme of development to promote the staff's ability and confidence					
5.	The company provides health insurance, life insurance, and pension plans for its employees					
6.	The company encourages the employees to become company shareholders on favorable terms					
7.	The company trusts and believes in our ability					
8.	The employees are asked to judge themselves in terms of their skills, motivation, and punctuality and encouraged to discuss ways in which they can improve.					
9.	The company provides an opportunity for the employees to be able to express their views or feelings about all aspects of their working life					
10.	The company responds to our needs by offering promotion and praise either publicly or privately					
11.	The company feels that we are useful and have abilities to do several tasks.					
12.	The company appreciates most employees after work for their valuable skills and knowledge					
13.	The company always realizes the need for the employee's own potential for continual self-development.					
14.	The company always provide advancement					

15.	The company provides opportunities for training continuously throughout employees' working life					
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SECTION C: RELATIONSHIP BETWEEN EMPLOYEE MOTIVATION AND ORGANIZATIONAL PERFORMANCE

Nº	QUESTION	SD	D	N	A	SA
1.	Motivating employees through sense of belonging and pride in the workforce provides benefits to organizations					
2.	Motivated employees focus their job and work-life with additional importance and this leads to constant progress in coordination and work procedures					
3.	Motivated employees work with a sense of responsibility and prefer benefits of the organization to theirs					
4.	Motivated employees contributes in efficiency and effectiveness of organization which lead to maximization of profits					
5.	Motivated employees are committed to the organization and work harder towards organizational goals, seize opportunities and new ideas, and act as good public relations officers for their employers					
6.	With highly motivated staff, managers can expect better quality performance than from employees who are dissatisfied with the work they are doing					
7.	Motivated employees who receive individual incentives perform better					
8.	Motivated employees have the ability of the investment model to predict job satisfaction and job commitment					
9.	Un motivated employees lowers profits made by an organization					

10.	Wage differential between high and low income earners lead to low morale, lack of commitment and low productivity					
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*“Thank you for taking the time and effort
to complete this questionnaire”*

APPENDIX A

INTERVIEW GUIDE

Dear Respondents;

I Birungi Falidah a student of Kampala international University of College of Economics and Management finalizing my Degree in Bachelors of Human Resource Management. As part of my requirement for the Degree award, I have to present a dissertation. The study is on Employee Motivation and Organizational Performance in Kampala, Uganda; A Case Study of Sameer Agricultural and Livestock Limited.

I am now on my field part of collecting information for my dissertation and you are being requested to respond to the various questions in the questionnaire attached. This interview will be treated with the strictest confidentiality. It would therefore be greatly appreciated if you would answer all questions in a fair and open manner. The information gathered from this questionnaire will be used purely for research purposes. Thank you for taking the time and effort to complete this questionnaire. Your cooperation is greatly appreciated. Your participation is voluntary and you may withdraw from the survey at any stage. I shall be grateful for your co operation in this regard.

Thank you.

Birungi Falidah (Candidate)

1. Gender of the respondent
2. Marital Status of the respondent
3. Age of the respondent
4. Education Level of the respondent
5. Are there any financial and non non-financial factors of employee motivation at SALL?
6. Are there any elements that SALL considers while motivating its employees?
7. Is there any relationship between employee motivation and organizational performance at SALL?

*“Thank you for taking the time and effort
to complete this questionnaire”*

APPENDIX C

TIME FRAME

Item/Time	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Feb 2015
Data Collection					
Data Analysis					
Data Presentation					
Clear Report Writing/ Dissertation					

APPENDIX D

ACTUAL STUDY BUDGET

Item	Quality/quantity	Unit cost	Total cost
Proposal Writing			
Stationary			
Ruled paper	2 reams	10,000=	20,000=
Note book	4	2,500=	10,000=
Printing	37 pages	500=	18,500=
Photocopying	20 pages	100=	2,000=
Pens	1 box	3,000=	3,000=
Box file	2	5,000=	10,000=
Clip board	2	3,500=	7,000=
Sub Total			70,500=
Data Collection			
Allowance	6 days	20,000=	120,000=
Sub Total			188,000=
Data Analysis			
Transcription allowance	6 days	20,000=	120,000=
Analysis allowance	6 days	20,000=	120,000=
Sub Total			240,000=
Report Writing			
Secretarial services			
Typing	50 pages	500 per page	25,000=
Printing	50 pages	500 per page	25,000=
Photocopying	50 pages	100 per page	5,000=
Binding	4 books	20,000= each	80,000=
Sub Total			135,000=