

**A STUDY ON MOTIVATIONAL MEASURES AND IMPROVING WORKERS
PERFORMANCE IN BUTENGA SUB-COUNTY, BUKOMANSIIMBI
DISTRICT LOCAL GOVERNMENT**

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DECLARATION

I Ssekyewa Patric do here by declare that this work is presented in its original form and has never been submitted to any other University or institution for any award or what so ever.

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APPROVAL

The research has been carried out under the supervision of Mr. Achoda Dennis as a university supervisor and it is now ready for submission.

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MR. ACHODA DENNIS

SUPERVISOR

DEDICATION

I dedicate this report to my family for their great and subsequent support and advice rendered to me in the course of my study.

ACKNOWLEDGEMENTS

I would like to express my gratitude to the mighty God who has enabled me to complete my Research exercise successfully.

Special thanks and appreciation goes to my field supervisor and lecturer, Mr. Achoda Dennis, for the great knowledge and support he has shown me throughout the study. Not leaving out my family for being there for me right from the start.

More appreciation goes to my colleagues and friends at the University for being social to me, may the Almighty God reward them abundantly

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ABBREVIATIONS.

AGI	Action Governance Indicators
DCDO	District Community Development Officer
HRM	Human Resource Management
NGO	Non Government Organization
SCDO	Senior Community Development Officer
SLO	Senior Labor Officer
SPWO	Senior Probation, Welfare and Social Officer
UNDP	United Nation Development Programme
PSRP	Public Service Reform Plan.

ABSTRACT

The notions of motivation and work performance have become a popular driving force behind most successful organizations.

Butenga Sub county in Bukomansiimbi District Local Government has made numerous efforts towards the motivation of its workers but the challenge facing the implementation of these measures continue to persist. This study shall be undertaken in Butenga Sub-county Bukomansiimbi District Local Government and its focus is geared towards establishing reasons why workers are not performing satisfactorily, what motivational measures are in place and what can be done to ensure there is improvement. The study shall be both qualitative and quantitative, the study also shall use two motivation theories to explain how best workers performance can be improved and provide a detailed analysis to be based on the responses from questionnaires.

CHAPTER ONE

1.0 Introduction.

This chapter constitutes the Back ground to the study, Problem statement, Research objectives, Research questions, Purpose of the study, Significance of the study, Scope of the study, and Operational definitions.

1.1 Background of the study.

All over the world, there continues to be debates on how best to Motivate civil service performance. This debate relates to what to measure, the best indicators to use, whether such a framework is appropriate and how best to implement a chosen framework.

When creating motivational procedures for civil service performance, it is important to clarify the level of motivation. Is it at an individual level, a team level, an institutional level, or at system level? There is currently no performance appraisal system which has been widely considered objective and effective for assessing performance at an individual level.

At a team level, Chile, for example, has developed a performance pay mechanism rewarding teams. The ministries or agencies divide themselves into their units or working teams and suggest indicators, which are validated by the Minister. These indicators tend to be related to processes and outputs rather than outcomes, and are fully within the control of these teams.

In the last two decades there has been a spate of reforms for the public sector which have been designed alongside market oriented mechanisms. These reforms have revolutionized performance measurement on a global scale, and involve a growing interest in 'new' performance tools, techniques and approaches. Of special interest for this present study, New Public Management (NPM) has promoted the use of result-oriented performance appraisals. For a long time these were seen as an Anglo-Saxon phenomenon because the early reformers were from Great Britain, New Zealand, Australia and to some extent the USA. However, during the 1980s and the 1990s a number of these reforms were carried out almost all over the world (Sahlin-Andersen 2005).

At the extent of the local level like local government to Sub-county level, government institutions like hospitals, schools, and LCs need more attention from the central government especially for such developing countries like Uganda if at all are to deliver effectively to the local people. This should be done in regard of taking into consideration means that can make civil workers committed to the local people. Bukomansiimbi district local government for example is a newly opened district which was created by the act of the parliament in 2010, it became functional on 1st July, with its Headquarters located in Bukomansiimbi town. Its made up of over six sub-counties, of which one of them is Butenga sub-county, where my concentration shall be for this Research.

My research focused on how motivation impact on civil workers performance and examine options to perfection performance. Being a new district, it looks there are so many gaps to fill in service delivery, and this is of fact because it is my home sub-county, and secondly, its where I did my first internship in 2013-2014 in the main district Hospital, that is located in the Sub-county (Butenga Health Centre iv) . Therefore, based on the views from service recipients and providers them selves, plus my Observation, service delivery from the available public institutions is much pending.

Uganda's government has had an ongoing Public Service Reform Programme (PSRP) since 1992. Considerable progress has been made and the successful Uganda experience is virtually unparalleled in sub-Saharan Africa (Tidemand and Ssewankambo 2008). The strategic framework of the PSRP (2005 – 2010) concludes that public services have changed for the better, but what remains is to keep up the momentum of the reform (MOPS 2006b). Despite self-congratulation, this reform process needs to be analyzed more critically, especially given the dismal success of the performance outcomes

Scholars point out that reforms in Uganda throughout the ministries have gone into a state of dormancy. Graham Harrison (2001) argues that the Ugandan reform process started off with an explosive and effective beginning but then tailed off. This indicates that the reform process has not been a complete success as hailed by the ministry documents. My study, which examines

Motivation and civil workers performance put in place in July 2002 and phased out in July 2007, looks closely at administrative culture and its impact on Motivational outcomes.

1.2 Statement of the Problem

Information obtained from the Ministry of Public Service's result oriented management (ROM) implementation-evaluation report for the year 2013/4, notes that Motivation systems are still low, at the level of about 40% (MOPS 2013a, 30). This is determined from some of the motivational measures initiated into civil institutions and their impact, like shelter for some workers, among others, however this has not been put into action as planned.

Motivation methods put in place are both financial and non financial:-financial include, payment of salaries to established employees, and wages to contract employees, and allowances. Non financial rewards include, promotion, recognition, employee training and development and job rotation, which takes form of transfers.

Despite the above efforts, performance has not improved, thus the need for this research to explore, and identify more hinderances and how best to overcome them.

1.3 Objectives of the study.

1.3.1 General objective

The general objective of the study is to examine the effects of Motivation on civil workers performance in Butenga sub-county.

1.3.2 Specific objectives.

- (i) To determine the effects of motivational methods on civil workers performance in Butenga sub-county.
- (ii) To identify areas that might be of a cause to poor performance of civil workers in the region.
- (iii) To examine individual needs and employee performance in Butenga sub-county.

1.4 Main Research Questions

- i) What are the effects of motivation on civil workers performance in Butenga sub-county?
- ii) Which other areas of concern that need to be looked into in order to make civil workers performance productive?
- iii) What individual needs that can affect performance of civil workers in Butenga sub-county?

1.5 Significance of the Study

Government ministries and Butenga sub-county civil workers will use the findings of this study for the deeper understanding on how Motivation affects Performance, most in target departments of, Health, and Education.

The recommendations will be useful for improving civil workers performance in Butenga sub-county.

Scholars and researchers will use this study for further research, and it will also act as a basis for reference upon which further research shall be conducted.

1.6 Scope of the study.

1.6.1 Geographical scope

Butenga sub-county is located in the central region of Uganda, neighboring Masaka district. The area is covered by 3900ft, with its population estimated to be 139,600 people. Butenga sub county has 6 parishes.

1.6.2 Time scope

The study took a period of 30 days. This was due to the concerns of graduation period.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction.

This chapter reviews the literature of motivation theory of Abraham Harold Maslow's theory of need, that the study is based on, and the important concepts of motivation, extrinsic motivators, intrinsic motivators, performance management approaches, good work performance and good organisation performance. This section brings to light what can be done in order to motivate workers to perform to achieve organisational objectives and goals.

2.1 Abraham Harold Maslow's Theory of Need: (Armstrong: 2001)

The most popular needs classification is the one developed by Maslow. In his hierarchy of need he developed five major layers of needs, which he listed in order of importance, namely physiological needs, safety needs social needs, esteem needs and self fulfillment needs. He believed that these needs are generally experienced by people.

Self fulfillment is the highest point of Maslow's motivation theory. He believes at this point individuals have the desire to achieve their full potential and skills. Contrary to the lower needs, this need is never fully satisfied; as people grow psychologically new opportunities to grow tend to emerge. According to Maslow, a small percentage of the population attain the level of self fulfillment.

After a person has successfully attained the sense of belonging, they develop the urge to have a considerable degree of importance. This class of needs is associated with the need to have a firm and stable, high valuation of ones self and to attract respect from other people. He called this category of need the esteem need.

Following the achievement of physiological needs, ones attention shifts to safety and security needs in order to overcome the threat of physical and emotional difficulties, such needs may be met by protection against threat and the fulfillment of physiological needs. In his theory he

argues that if a person feels threatened then the desire to satisfy that need will be increased and all the other needs above in the pyramid will not be desired, until that need is met.

Physiological needs are the ones required in order to satisfy the basics of life, such as air, water, food, sex and sleep. The lower order needs have to be satisfied in order to pursue higher level motivators along the lines of self fulfillment.

The argument of his theory is that the need for self fulfillment can not be satisfied. Man is always wanting and therefore it is only a need that is not satisfied that can motivate behavior and the dominant need is the one that makes one to act in a particular way in order to fulfill it. People develop psychologically as they advance up the hierarchy but progress is not achieved in a straight forward manner.

The lower needs continue to exist temporary and dominate motivation and individuals time and again return to needs that have earlier on been satisfied.

In line with his argument is that, for adequate work motivation leaders and managers need to understand the active needs that create individual employee motivation.

2.2 Application of Maslow's Hierarchy of Need to Management: Boeree: 2006

“If Maslow's theory is true, there are very important leadership implications it provides to promote workplace motivation. There are a variety of ways to motivate employees through their style of management, compensation plans, role definitions and organisation activities” (Boeree, 2006:1).

In order to be able to provide physiological motivation an organisation should ensure that it provides for example sufficient lunch breaks and offer salaries that enable the workers to be able to meet basic needs.

Coupled with the above, insufficient evidence suggests that people are motivated to satisfy exclusively one motivating need at a given time, other than in situations where needs tend to conflict (Cooper in Boeree, 2006: 4).

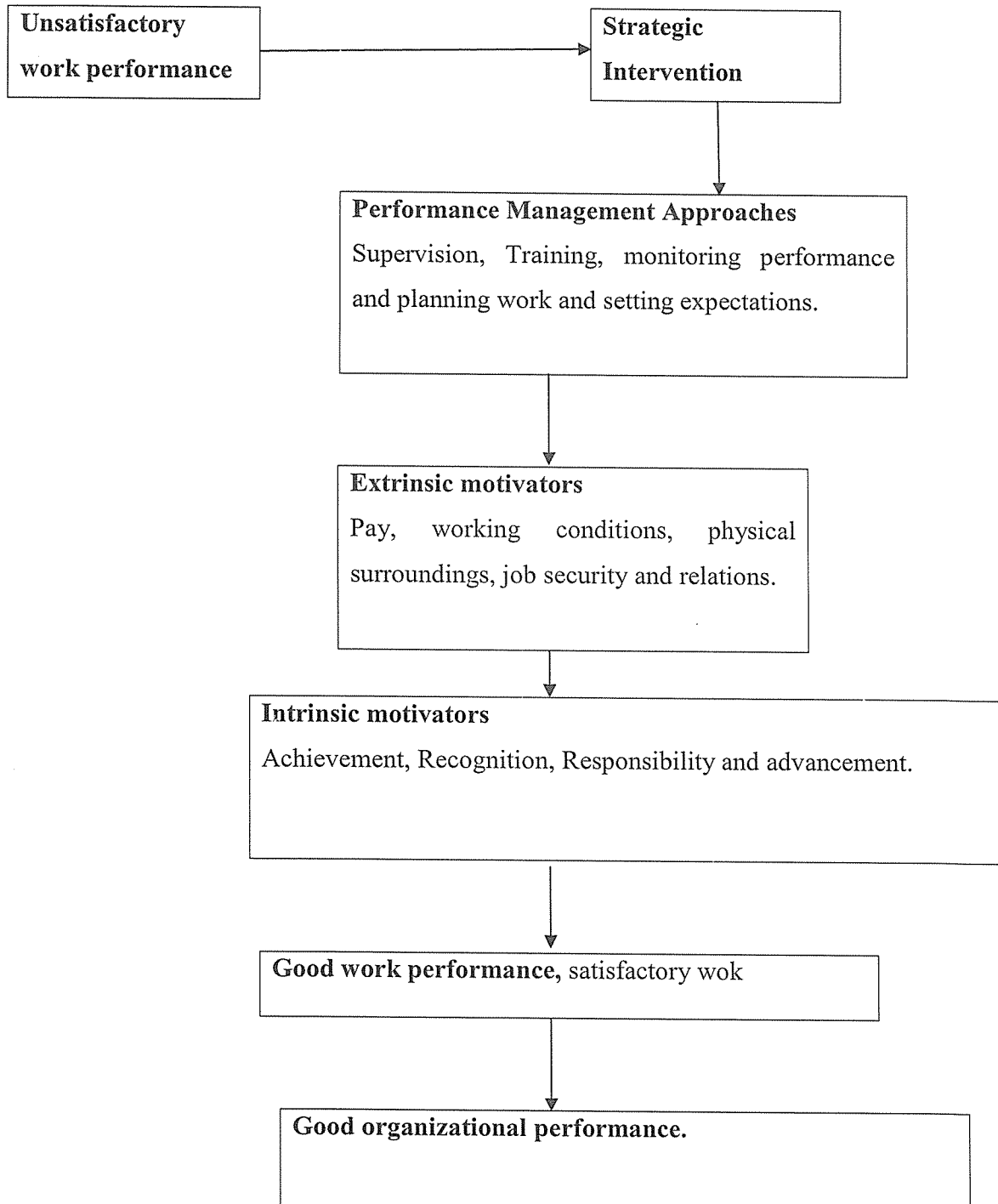
Another yet important criticism, about his theory has been directed towards his methodology. He selected a few number of people that, he himself declared self actualizing, and then talked to them, and finally draw conclusions about what self actualisation actually means. This does not seem as good science to many people (Boeree, 2006:7).

He also placed a limitation on self actualization, as something only a small percent of the humankind achieves and yet “Rogers who defines self actualization as the life force that drives all creatures, thought babies were the best examples of self actualization” (Boeree, 2006: 8).

While scientific research fails to defend Maslow’s hierarchy of need, his theory is very popular and useful for motivation purposes (Boeree, 2006:4). It has been used as the introductory theory for many managers around the world (Boeree, 2006:9)

2.4 The conceptual frame work

The conceptual framework explains the key concepts used in the study and how they are linked to one another to produce the final outcome.



Safety needs can be provided through the creation of a conducive environment which is safe, provision of job security and a feeling that workers are safe from any threat.

Social needs require an organisation to create a feeling of acceptance, belonging, and the spirit of communal living by encouraging team spirit among the workers.

Esteem motivators are provided through the recognition given to workers achievements, attaching value to their views, assigning important projects to hard working employees and provision of status to make them feel valued and appreciated by the organisation.

In order to enable a worker to achieve the need of self actualization it requires provision of challenging tasks, important work assignments which help to stimulate motivation, creativity, and progress in accordance to long term organisational goals.

2.3 Critics of Maslow's Hierarchy of need Theory

It is clear that Maslow's hierarchy of need makes sense, but it has not been supported by sufficient empirical evidence (Armstrong, 2001:160). It is observed to be rigid since people have varying needs and it is therefore difficult to accept that peoples needs tend to follow a steady progress up the hierarchy of need (Armstrong, 2001:160). Maslow is even believed to have shown doubt about people's progression in a strict followed manner (Armstrong, 2001:160).

As an example in some cultures, social needs are more significant than all the other needs in the pyramid (Cooper in Boeree, 2006: 4)

Maslow's hierarchy of needs also fails to throw light to the starving artist scenario, where aesthetic forego their physical needs to acquire spiritually driven needs (Cooper in Boeree, 2006: 4).

2.5 Interpretation of key variables;

Motivation

This is the process by which a person wants and chooses to act in a particular way (Maund, 2001:440).

Performance.

This is the accomplishment of a given task measured against preset known standards of accuracy, completeness, cost and speed. (Wallace Bacon. 2001)

Extrinsic Motivators

These are sources of need satisfaction that are associated with tangible rewards such as pay, working conditions, physical surroundings, job security, promotion and interpersonal relations and such tangible rewards can not be determined by the individual but rather at the organisational level (Houldsworth in Rees, 2004:83).

Intrinsic Motivators

These are sources of need satisfaction, that derive from the individuals relation to the job itself and it involves job factors which reward the needs of the individual to reach his aspirations and an example are achievement, recognition, responsibility, advancement (Maund, 2001: 453).

Performance Management Approaches

This is the systematic process by which an agency involves its employees as individuals and members of a group, in improving organisational effectiveness in the accomplishment of agency mission and goals, an example of these approaches are planning work and setting expectations, continually monitoring performance, developing the capacity to perform, periodically rating performance and rewarding good performance (U.S Office of personnel management: 2008: 6)

Managers and leaders have found these different theoretical perspectives particularly useful for manipulating motivation and for the purposes of employees and workforce management (Boeree, 2006: 1). Two arguments have been derived in performance management and workers

motivation. The assertion that in order for employees to perform, there is need to provide some motivators to encourage them to be committed to the organizational objectives while the other contrary assumption is that good performance is not necessarily a product of rewards or motivators but it is induced by the interest one has in a particular act (Kohn, 1987:1) In relation to the two debates, studies have been carried out whose findings support either of these two positions.

In a study carried out in Mali, to understand factors that motivate health workers in Mali and match their performance with the implementation of performance management. The study revealed that health workers in Mali are mainly motivated by salary followed by responsibility; training and recognition which were found to be important (Kohn,1987:2).

Kohn built his findings on a number of the theoretical perspectives that have been in existence. His finding views salary as a motivating factor which is in line with Maslow's physiological need, which states that people are motivated if they are able to meet their physiological needs and in this case such needs can be met through payment of salaries.

It is in agreement with McGregor's theory Y which places a burden on rewards of any kind in order to win the commitment of workers to meet organisational objectives.

It is also inline with the soft approach of the Human resource management paradigm that stresses the importance to nurture the human resources ability to perform through incentives.

Further still it is in disagreement with Herzberg's two factor theory, that states salaries is not a motivating factor but a hygiene factor that needs to be present in a job. The finding in relation to responsibility and recognition is in line with Herzberg's two factor theory which emphasises on peoples feeling of being recognised as well have a sense of responsibility over their jobs in order to be motivated to perform as a motivating factor.

2.6 Case study

2.6.1 Introduction

This section gives an illustration of an experiment that was conducted by the famous theorist known as Mayo in 1928-1932. In his experiment he made an examination of output in relation to the condition of work and came up with a number of conclusions. This experiment is particularly useful to this study because it made an attempt to observe how workers respond under different work conditions.

2.7 Mayo's Experiment: (1928-1932)

In a study conducted by Mayo, he examined the levels of production and conditions under which people worked. In this experiment he observed the physical and environmental aspects such as brightness of lights, humidity how they influenced the workforce and later moved into the physiological aspects comprising of breaks, group pressure, working hours and managerial leadership (Mayo, 1928-1932: 2).

Mayo's experiment showed that an increase in work productivity was produced by the psychological aspect of being separated, involved and made to feel important (Mayo, 1928-1932: 2).

On the other hand his studies did not show the effect of light on production levels (Mayo, 1928-1932:2).

His main aim innitially was to find out whether fatigue and monotony had an effect on job productivity but later he made an attempt to extend his study to the element of motivation (Mayo1928-1932: 2).

2.7.1 An Illustration of the Experiment

Elton Mayo selected two women and made those women to pick four other workers of their choice from the assembly line.

He then separated them from the other workers in the factory and placed them under the watch of a supervisor, who acted more friendly than in a disciplinarian way.

Mayo made changes more frequently in their working conditions. Another group of workers was deployed in the assembly telephone relay that was made of about forty different parts, which had been fixed together by the girls.

His aim was to measure, the basic rate of output in relation to how the environment changes.

Under normal conditions, in duration of a forty eight hour week, including Saturdays and no stops for rest, the girls were able to produce an output of 2,400 relays a week each.

He then had the following conditions of work and production outcomes.

When the girls were made to do piece work for 2 months, out put was raised.

When they were offered a break that lasted for five minutes, one in the morning hours and another in the afternoon hours for a period of 1 month and one week, production increased once again.

The breaks were then prolonged to duration of ten minutes and out put rose highly.

He then introduced more frequent six to five minutes breaks and the girls complained that their work rhythm was broken by the frequent stops and out put decreased only a little.

The original break was returned, with a provision of a hot meal during the morning hour break and out put was raised further still. The work day was then made short to end at 4.30pm instead of 5.00pm and production went up.

When the work day was made shorter to end at 4.00pm, out put went off”.

Finally, all the improvements were removed, and the initial conditions before the experiment were returned and they were observed in this state for twelve more weeks.

Output was the highest ever experienced with an average of 3000 relays a week.

Source: Mayo, 1928-1932.

Mayo therefore came up with the following conclusions:

“Aptitudes of individuals are not perfect predictors of job performance, although they give the physical and mental potential of the individual, the amount produced is strongly influenced by social factors” (Mayo, 1928-1932:4).

The study also showed that the kind of relation that supervisors develop with workers tends to have a significant influence in the manner in which workers carry out instructions (Mayo, 1928-1932: 4).

He also concluded that work groups tend to develop the norm of what they consider to be a fair day's work (Mayo, 1928-1932: 4).

Finally the need to be recognised, to feel secure and have a sense of belonging is more important in determining workers morale and productivity than the physical conditions under which the person is made to work (Mayo, 1928-1932: 4).

2.7.2 Relationship between Mayo's experience and Maslow's theory.

Maslow built part of his theory on a number of Mayo's conclusions;

Maslow's social needs, which states that people want to have a feeling of acceptance, belonging and communal living is in support of Mayo's conclusion about the need for recognition that workers require in order to perform.

Mayo's conclusion about the need for a sense of security is in support of Maslow's safety needs that advocates for relative job security and freedom from threats.

Mayo's conclusions about the little relevance attributed to the physical environment in determining workers morale and productivity is not in line with Maslow's safety needs that recognise the need to have a safe environment and physiological needs that require provision of ample breaks to motivate people to work.

It's a common belief for most of us that extrinsic rewards promote better performance (Kohn, 1987: 1). But a number of research indicate that this is not as accurate as was once thought, rewards can have a negative effect on performance levels (Kohn, 1987: 1).

“Related series of studies have shown that interest in a task, which some one feels that something is worthy doing for its own sake, tends to decline when some one is rewarded for doing it” (Kohn, 1987:1). “If reward, praise, money, awards come to be seen as the reason one is engaging in an activity, that activity will be viewed as less enjoyable in its own right” (Kohn, 1987: 1).

2.7.3 Amabiles study;

On the following strength, it is believed that employees, who are praised, for meeting their manager's expectations, suffer a drop in their motivation and consequent performance.

“In a research carried out by Amabile in 1985, 72 creative writers at Brandeis and at Boston University were told to write poetry (Kohn, 1987:2). “Some students were then given a list of extrinsic reasons for writing, such as impressing teachers, money and getting into graduate school and were told to think about their own writing with respect to these reasons and others were given a list of intrinsic reasons: the enjoyment of playing with words, satisfaction from self expression, the third group was not given any list” (Kohn, 1987: 2).

The results clearly revealed those that were given the extrinsic reasons not only had written less creatively than the others, as judged by twelve independent poets, but the quality of their work dropped significantly (Kohn, 1987: 2).

“Amabile therefore concluded that rewards have this destructive effect primarily with creative tasks, including higher level problem solving. The more complex the task, that is being done the more likely it will be hurt by extrinsic rewards” Amabile affirmed (Kohn, 1987: 2)

Similarly performance of employees will decline when a lot of focus is placed on external rewards for completion of a particular task.

2.7.4 Relationship between Amabile's theory and Maslow.

Amabile's findings departed from Maslow's theory underpinnings in various ways.

Maslow's lower needs of physiological motivation, which advocates for material benefits and external rewards, such as provision of ample breaks, provision of salaries for workers, to enable them meet life's essentials is not in agreement with Amabile's findings that undermine extrinsic motivators as a way of motivating people to perform a given task.

Maslow's safety needs that require provision of a safe working environment, relative job security and freedom from any kind of threat in order to motivate an individual does not support Amabile's conclusion that states extrinsic motivators as not being able to motivate positive performance.

While on the other hand Maslow's esteem motivators that recognises work achievements and provision of status that can make employees feel valued and appreciated, which are internal in nature as opposed to external, embraces Amabile's conclusion about the need for self actualisation, which advocates for challenging, meaningful work assignments, which induce motivation, creativity and progress according to long term goals.

2.7.5 Relevancy of the above studies to the study.

These studies are of practical importance to this research since they give us a deeper insight on motivation in practice and how different people have responded to different motivational opportunities.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction.

Chapter three of the study looked at methodology which included: research design, study area, study population, sample size and selection, sampling techniques, research instruments, data collection methods, data analysis, and limitations of the study.

3.1 Research design

The research used descriptive research design, which helped to describe and assess the effects of motivation on employee performance in Butenga sub-county Bukomansiimbi district local government. The research design also helped to bring out a clear description of the problem under investigation.

3.2 Study Area

The area of the study was Butenga sub-county in Bukomansiimbi district. The study focused on the following departments;- Department of Administration, Health department, and the Department of Education.

3.3 Study population.

The study population included various employees in Butenga sub-county, in the above three mentioned departments which constituted the population of the study. Therefore the targeted population selected in those three departments were 50 employees, who were from top employee of salary scale U1SE to lowest salary scale of U8L.

3.4 Sample size and selection

Representative samples of 50 employees out of 81 were selected, and the selection was as follows; 13 employees from the department of Administration, including the supporting employees, 19 employees from the department of Health, and 18 employees from the Department of Education. This was so because the researchers intention was to use both

quantitative and qualitative data analysis techniques. And the researcher felt that from the sample, he would be able to get information about motivation and performance of civil workers.

Table 1; Showing the category of respondents and sample size.

Category of respondents	Total target Population	Sample size
Administration and support employee	18	13
Health	33	19
Education	30	18
Grand Total	81	50

Source; field data,2014

3.5 Sampling Technique.

The researcher used probability, mainly simple random and systematic sampling techniques, to ensure each respondent has equal opportunity to participate. Enon (1995) advises that its not possible that every one among the accessible population can participate. Sampling is the selection of research participants from an entire population and involves decisions about which people, settings, events, behaviours and social process to observe (Blanche, Durheim, Painter, 2006). According to Kothari (2007) sampling is the selection of some part of an aggregate or totally on the basis of which a judgment about the aggregate can be made. Purposive sampling technique was employed in gathering the data for this study. Its aqualitative sampling technique where the researcher selected his specific subjects to participate in the study based on his own judgment. The procedure for selecting respondents relied more on personal judgment and was less structured (Miles and Huberman, 1994). This permitted the selection of interviews whose qualities or experiences permitted an understanding of the phenomena in question, and were therefore valuable.

3.6 Research instruments.

A Questionnaire is a data collection method that employee the use of a group of written questions used to gather information from respondents (Blanche Durrheim, painter 2006). This involved administering unstructured questionnaires with open ended questions and a few closed

questionnaires in which they are definite, concrete, and pre determined questions for the respondents to answer on their own.

Observation check list: Researcher constantly checked out and verified questions and any other collected information during the process of data collection to ensure completeness and accuracy of data collected, Pre-testing of questionnaires was done through a pilot study.

3.7 Data Collection Methods

The following are the methods the researcher used in the field;

- i) Interviews, which were face to face with key informants.
- ii) Observation was used to observe the employees behavior and their performance.
- iii) Focus group discussion were also used, both on individual and group discussion to understand the general views of employees.

3.8 Data analysis.

Data analysis started after the collection of the required information from the respondents. It was both qualitative and quantitative.

In quantitative analysis, data was checked for uniformity, consistency, legitimacy and correctness.

Qualitative data was analyzed by signing different category of different information, content analysis was carried out by cross checking questions to ensure validity and authenticity of answers given. All answers were analysed according to the set research questions and other relevant information captured.

3.9 Limitations of the study

The study was hindered by the long distances from one institution to another. Even some respondents were hard to give out information due to suspicion and false expectations from the researcher. Also the study was limited by the time for the respondents to respond since most of the targeted sample group was a busy employee. Another last and big problem to the study was insufficient funds, which could hinder easy access of target population.

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION AND PRESENTATION

4.0 Introduction.

The chapter attempts to analyze , interpret and present the data collected in relation to the objectives of the study as indicated in chapter one. The objectives include;

- (i) To determine the effects of motivational methods on civil workers performance in Butenga sub-county.
- (ii) To identify areas that might be of a cause to poor performance of civil workers in the region.
- (iii) To examine individual needs and employee performance in Butenga sub-county.

The chapter presents the age bracket of respondents, their level of education, effect of motivation on employee performance and some of the techniques used to improve workers performance like Job rotation.

4.1 The age bracket of respondents

Table 2: Showing the age bracket of respondents.

Age of respondents	Frequency	Percentage
50 and above	6	12
40-50	20	40
30-40	10	20
20-30	14	28
Total	50	100

Source; field data2014

The illustration shows that the study covered respondents of different age groups. The majority of respondents were ranging from 40-50 years. People below the age of 18 were not interviewed because by the constitution of Uganda, any one below 18 years is juvenile. The study therefore covered respondents who were above 18 years as they were considered mature and responsible citizens . This therefore implies that the respondents were adults and can rationally analyse

employee performance, it also imply that they have quite enough experience concerning their field of work.

4.2 The level of Education of respondents

Table 3; showing the level of Education of respondents.

Level of education	Frequency	Percentage
Post graduate	10	20
Graduate	15	30
Diploma	15	30
Certificate	10	20
Total	50	100

Source, field data 2014

The study covered respondents from post primary education. Study findings indicate that the majority of respondents had tertiary education with vast experience in employee performance and highly knowledgeable on the effect of motivation towards employee performance. Some of these respondents were technical people in their field of work with excellent expertise on the research topic.

4.3 The role of financial rewards in enhancing performance of civil workers in Butenga Sub County.

Table 4; Showing the role of financial rewards in enhancing performance of civil workers in Butenga Sub County.

Performance impact	Frequency	Percentage
Greatly improve performance	39	78
Moderately improve performance	7	14
Do not improve performance	4	8
Total	5	100

Source; Field data 2014

The study revealed multiple forms of financial rewards, ranging from bonuses, allowances to salaries. The study findings were that financial rewards is the most motivating factor for employee performance. This therefore implies that financial rewards such as salaries, bonuses, and allowances are key in enhancing employee performance in sub-counties.

4.4 Effects of promotion on Employee performance in Butenga sub-county.

Table 5; Showing effect of promotion on Employee performance in Butenga sub-county.

Effect of promotion	Frequency	Percentage
Improved performance	23	46
Limited performance	17	34
No impact	10	20
Total	50	100

Source; Field data 2014

The study revealed that employee promotion plays the greatest role in improving employee performance compared to other non financial rewards such as job rotation. However the study also revealed that individual needs is a form of opportunity for further studies and and job security also plays a role in employee performance. This implies that civil workers in Butenga sub-county are more motivated to work if there are opportunities of being promoted from one hierarchy of seniority to another.

4.5 Effects of job rotation in form of transfers on employee performance in Butenga.

Table 6: Showing effects of job rotation in form of transfers on employee performance in Butenga.

Effect of job rotation	Frequency	Percentage
Improved performance	21	42
Limited performance	16	32
No impact	13	26
Total	50	100

Source; Field data 2014

The study revealed that job rotation is in form of transfers, yields positive results in improving employee performance in Butenga sub-county. This implies that when transfers are made, employees strive to make an impact to their new places of work so as to create an impression of work that they can perform better than their predecessors. The study also revealed that job rotation creates limited impact on employee performance by implication that transfers are seen as a sign of punishment by most employees, especially when an employee is transferred to a place in which he or she is not willing to operate from. This demotivates most employees thus impacting negatively on their level of performance. However, some respondents revealed that job rotation has no impact at all on employee performance by implication that transfers only mean change of place rather than change of roles, hence no impact at all.

CHAPTER FIVE.

SUMMARY OF FINDINGS, CONCLUSION AND RECCOMENDATIONS.

5.0 Introduction

The chapter presents summary of findings, conclusion, and recommendations from the research study. These follow the sequence of research questions as developed as developed from research objectives. An attempt is further made to highlight recommendations which the researcher deemed necessary to benefit the civil servants, government, and other stakeholders in Uganda. The researcher thus draws a detailed summary of findings, conclusion, and ,makes recommendations from the findings of the study.

5.1 Summary of findings.

The findings indicate that motivation has played a decisive role in the district but not as it ought to. The majority of respondents agreed that financial rewards are the most motivating factor for employee performance. Also respondents agreed that non financial rewards such as employee promotion and job rotation play a role in improving employee performance with employee promotion playing the most significant role. The age bracket of respondents range between 40-50 years. This implies that the respondents were adults and could rationally analyze issues about civil workers. It also implied that they have quite enough experience concerning the field of civil service.

The majority of respondents were graduates, which was a good sign that they have reached experience and knowledge in the public service.

The findings indicated that motivation plays the most significant role in employee performance in Butenga sub-county.

5.2 Conclusion

From the findings of the study it can be concluded that the performance of the majority of the majority of civil workers in Butenga sub county is boosted by both financial and non financial rewards.

Drawing from the study, it is evident that financial rewards as a motivation factor has a positive influence on employee performance due to the findings results from Butenga sub-county.

It has also been concluded promotion plays the greatest role in improving employee performance in sub counties. This implies that civil workers in Butenga sub county are more motivated to work if there are opportunities of being promoted.

From the study findings, it has been possible to conclude that financial rewards is the most motivating factor for employee performance.

The study revealed that job rotation in form of transfers, yields positive results in improving employee performance in Butenga sub-county with the reason that when transfers are made, employees strive to create an impact to their new places of work so as to create an impression that they can perform better than their predecessors.

The study revealed that there is a corresponding relationship between individual needs and employee performance in Butenga sub-county, that an employee is more motivated to perform when his or her individual needs are addressed.

5.3 Recommendations.

From the findings of the study, the following recommendations should be given consideration by the government through the Ministry of Public service, Ministry of Local government and other development partners like NGOs, and Civil Society Organizations.

Given the findings of the study, there is need to improve on civil servants financial rewards. This should be done in consideration of the gap between the employee financial rewards and performance, and workload. This will make service delivery better and faster.

There is need to evaluate and visit the financial reward system that considers all categories employees at sub-county level, so that the lower level employee can also be motivated.

There is need to evaluate non financial reward systems in sub counties. The non financial policy demands and out puts is not practical; therefore, it is not effected to consider all employees.

There is need for the government to relocate more resources for effective employee motivation for better and more effective employee performance. Re allocation of resources is needed for whole support of employees non-financial reward system such as employee development, promotion, job rotation and job security.

Service delivery surveys in the field the field of employee performance should be conducted at an expanded level and all levels of sub-county departments and relevant stake holders should be trained to conduct and make use of these surveys for them selves. Future service surveys should reflect that this problem has been eradicated.

Training for competence should focus on technical competence as well as on motivation and moral competence. For example technical competence in leadership, without moral training, this could produce employees that are not self motivated for work, thus negatively impacting on their effectiveness and efficiency.

There should be more frequent inspections of employee performance from independent institutions. If the out put of the employee performance achieves an optimum level under desirable conditions, the employee should be rewarded, but conversely, if the employee fails in increasing his or her out put, penalty should imposed upon him.

There should be more frequent assessment of employee needs and to identify suitable types of rewards and opportunities to improve employee performance. This is to reduce the impact of individual needs on employee performance.

5.4 Areas for further Research

Because of the limitations in time and financial constraints, the study was only focused on Motivation and performance of civil workers in Butega sub-county, Bukomansiimbi local government district. It is suggested that further research be done in the following areas;

More research should be done on implementation of the employee motivation policy by Sub-counties at local government's level in Uganda.

Need for a comparative study. More research should be carried out in other sub counties in Uganda so as to compare with the results got from Butenga sub-county and have a better ground for recommendation.

The Ministry of Public service and Ministry of local government should carry out a research on employee needs in local government in order to respond positively the needs of employees. The research must be shown to the relevant Ministries that should address the problem within the shortest period possible.

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APPENDICES

APPENDIX A: QUESTIONNAIRE FOR THE RESPONDENTS

Dear Respondent,

I am **Ssekyewa Patric**, a student of Kampala international University (KIU), carrying out research on topic “**A study on Motivation measures to improve on the Performance of civil workers in Butenga sub-county, Bukomansiimbi District**”. The information given in this study will be treated with utmost confidentiality. You have been selected randomly to participate in this study. This is to request you to participate in this study. You are requested to tick in the appropriate box.

Section A: Demographic characteristics of the respondents.

1 Age of respondent?

- | | |
|------------------|--------------------------|
| A 50 above | <input type="checkbox"/> |
| B 40-50 years | <input type="checkbox"/> |
| C 20-30 years | <input type="checkbox"/> |
| D others/specify | <input type="checkbox"/> |

2 Level of Education

- | | |
|------------------|--------------------------|
| A Post graduate | <input type="checkbox"/> |
| B Degree | <input type="checkbox"/> |
| C Certificate | <input type="checkbox"/> |
| D Others/specify | <input type="checkbox"/> |

3 Sex of respondent

- | | |
|----------|--------------------------|
| A Female | <input type="checkbox"/> |
| B Male | <input type="checkbox"/> |

Section B:

Isn't there any system of financial reward in the sub-county? If yes, name them, if no, why do you think it is not there?

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Do you agree that performance at sub-county level has improved because because of financial reward? Support your answer.

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Is there any effect of financial reward on employee performance in the sub-county in terms of service delivery? If yes, how, If no, why?

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Do you think financial reward is the best tool for employee motivation that can enhance employee performance If yes, how, and If no, why?

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In your view, how do you think financial reward can be improved to enhance employee performance in Butenga sub-county?

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Section C:Promotion of employee performance.

Do you think there is employee promotion in Butenga sub-county? If yes, how and if no, why?

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What are the effects of promotion on employee performance in Butenga sub county? Support your answer.

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What are the advantages of promotion on employee performance in Butenga sub-county?

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What are the disadvantages of promotion on employee performance in Butenga sub-county?

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.....

What suggestions would you recommend for improving employee performance system in Butenga sub-county

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Section D:Job rotation and employee performance.

Is there job rotation in Butenga sub-county? If yes, how, and if no, why?

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Do you think job rotation has any effect on employee performance in Butenga sub-county? If yes, how, and if no, why?

.....

.....

How do you think Butenga sub-county can improve civil workers performance through job rotation?

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.....

In your view, do you think job rotation can motivate civil workers to enhance their performance in butenga sub-county? If yes, how, and if not, why?

.....
.....

Section E: Individual needs and employee performance.

In your view, do you think there is any relationship between individual needs and employee performance in Butenga sub-county?

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.....

Is there any effect of individual needs on employee performance in Butenga sub-county? If yes, how, and if no, why?

.....
.....

What are your suggestions on how best Butenga sub-county can handle individual needs to enhance employee performance?

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.....

Section F:General information on employee performance.

Is there any employee performance assessment tool in Butenga sub-county?If yes, how, and if no, why?

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How do those employee performance assessment tools motivate civil employees in enhancing civil workers performance in Butenga sub county?

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What are the weaknesses of those employee performance assessment tools on employee performance in Butenga sub-coun ty?

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In your view, what suggestions would you recommend to improve on civil workers performance in Butenga sub-county?

.....

.....

In your own view, how do you think employee motivation can be improved in Butenga sub-county?

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Thank you for your response.