

**THE EFFECT OF MOTIVATION ON EMPLOYEE PERFORMANCE: A CASE STUDY  
OF NAKALOKI TOWN COUNCIL**

**BY:**

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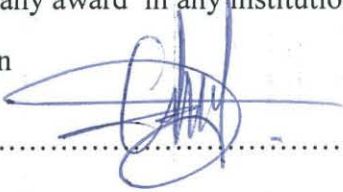
**A DISSERTATION SUBMITTED TO THE DEPARTMENT OF PUBLIC ADMINISTRATION,  
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THE REQUIREMENTS FOR THE AWARD OF BACHELOR'S DEGREE OF PUBLIC  
ADMINISTRATION OF KAMPALA INTERNATIONAL UNIVERSITY**

**OCTOBER, 2013**

### DECLARATION

I Galiwango Amisi, declare that this dissertation is my original work and that it has been generated out of hard work, commitment and immeasurable effort and has never been presented for any award in any institution.

Sign



GALIWANGO AMISI

Date

11<sup>th</sup>. 10 - 2013

### APPROVAL

This work has been under my guidance and supervision. I hereby declare that the preparation and presentation of the dissertation was supervised in accordance with the guidelines on supervision laid down by Kampala International University.

**Supervisor,**

Sign..........

**M.S. NAMASABA AMINAH**

Date.....11.10.2013.....

### **DEDICATION**

I dedicate my work to my beloved parents Mr & Mrs. Abedi Kaguje and Hamiyati Kaguje for their endless love, care and support throughout my life. Dad and Mum you are exceptional and deserve the best of Allah's blessings now and here after.

## ACKNOWLEDGEMENT

I acknowledge the work of my University supervisor Mrs. Namasaba Aminah for his continuous guidance during the writing of this work. I also acknowledge the work of my parents, Wife and Uncle Zubairi Galiwango for giving me hope for the future.

I also acknowledge the work to the rest of the family, brothers and sisters Sowedi, Yusuf, Fazali, Amisi, Isma, Masudi, Hassan, Masitula, Afuwa, and Mariam. I finally dedicate my work to my wife Hadijja Galiwango and friends Davis, Benon and Tumwesigye.

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## ABSTRACT

The study set out to investigate the relationship between motivation and the level of Employee performance. The study had three objectives: to examine the motivation practices used in Nakaloke Town Council, to examine factors affecting Employee performance in Nakaloke Town Council, and to establish the relationship between motivation and Employee performance.

The study used a case study strategy which is College of humanities and social science and an explanatory research design. To achieve the set objectives the study used stratified random sampling in sample selection by grouping the Employees according to management levels. There after simple random sampling was applied to select respondents. A sample of 30 respondents was selected which comprised Employees of Nakaloke Town Council.

The study revealed that Nakaloke Town Council carries out motivation of its Employees in many ways including; provision of fringe benefits, paying bonuses to good workers, giving a sense of responsibility, promotion of consistently good workers and treating the workers equally. However, the study also revealed that the council does not use motivation tools including; remuneration, training, involvement of Employees in decision making, and rotation of Employees. The study further revealed that motivation is the major factor that affects Employee performance. The study showed a direct strong and positive relationship between Employee motivation and the performance of Nakaloke Town Council employee which is evidenced by the Pearson correlation of ( $r= 0.823^{**}$ ), significance level  $=0.01$ .

Conclusively, the researcher found out that motivation has a positive influence on Employee productivity and that if the management of Nakaloke Town Council strengthens their motivation practices, Employees would perform more excellently hence attaining organizational goals.

The researcher recommends that the Council should always carry out thorough study on the various motivational practices that can motivate the specific Employees such that they can apply the right tools appealing to the Employees since the council's biggest challenge had been using particular motivational tools which would act as dissatisfies to some Employees.

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.0. Introduction**

This chapter will present the background of the study, statement of the problem, purpose and the justification of the study.

#### **1.1 Background of the study**

Even with the best strategy in place and appropriate organizational architecture, an organization will be effective only if its members are motivated to perform at a high level. The types of motivation are intrinsic and extrinsic. "Intrinsic motivation is a psychological force that determines the direction of a person's behaviour as a result of challenging or interesting work, giving autonomy to work, designed scope to develop skills, abilities, opportunity to develop and grow, etc. Extrinsic is also psychological force that determines behavioural change as a result of tangible and intangible benefit such as salary, fringe benefit and special awards" (Gareth, R Jones and Jennifer M. George, 2003).

It is a fact that success in every organization depends on the quality of its human resources both skilled and unskilled labour which is perhaps the most intangible aspect of the organization, hence the most important. All these things plants, machinery and financing cannot generate income without manpower. It is therefore necessary to have a workforce that is motivated to yield high performance and productivity towards achieving the organizational goals and objectives.

The role of management therefore in all these is paramount. A transparent style of administration is what is required since it is one of the surest ways to motivate employee. This is because management plays significant and unique role in terms of leadership drive and direction. This role can be considerably a kind of catalyst, able to tap and awaken each Employee's unique talents and convert them to performance. However, it is only through varied organizational strategies that a manager will be able to trigger his/ her Employee's hidden talents which are

highly important in the productivity and performance of the organization. These strategies can be external and internal to Employees and one of these strategies employed by managers is motivation.

Many organizations are seeking for a suitable means to motivate their employee in order to help increase the total output of their Employees. In today's increasing competitive marketplace, organizations need to have well planned and expected processes for managing and enhancing the performance of their Employees. However, the system used to motivate Employees may have potentially negative effect on their morale if not properly used or applied. This has become a big challenge to most organization, particularly the service industry or organization.

A well motivated employee will deliver satisfactorily to exceed the expectation of customers and this will intend to attract and retain customers so as to meet the ultimate objective (profitability).

Motivation is the art of creating conditions that allows everyone to get their work done at their own peak level of efficiency (Gellerman, 1992). It helps people to focus their minds and energies on doing their work as effectively as possible. It is the inner force that drives individuals to accomplish personal and organizational goals (Lindner, 1998). Through motivation, skilled leaders can bring out hidden or untapped capabilities of their people. At the same time, this will give each person involved a greater degree of job satisfaction and make them more successful as individuals.

Employee performance refers to the efficiency and effectiveness of Employees in achieving organizational objectives. (Kootz et al., 1990) Employee performance can be evaluated by considering the level of absenteeism, quality of reports, and time of reporting for and leaving for duty. It's important to note that after recruitment, most Employees subsequently expect or demand for other benefits as compensation for their time and effort towards achievement of organizational goals apart from the standard wage or salary (Miles, 2004). If the above benefits are not offered, it usually leads to various forms of dissatisfaction which may include; high absenteeism, constant grievances, high labor turnovers, strikes and as a result low performance of their due duties. (Abuja 1998)

## **1.2 Statement of the problem**

In recent times, Employees move from one organization to another due to lack /low level of motivation. Some employers try to give high salaries or wages to their Employees just to motivate them to give up their best so as to increase productivity. Others also give rent and transportation allowances to their Employees so that the Employees can put up their best to enhance their performance, yet the whole thing seem to be a mirage.

This tells us that motivation is subjective, that is to say that what motivate someone to put up his best will also de-motivate the other person. Human needs are insatiable for this reason they always struggle for new things in life so that we can live a comfortable life. If someone receives huge salaries, allowances in terms of rent, transportation and yet does not get motivated, it means motivation does not base on extrinsic reward but also on intrinsic reward as well. According to Maslow, individuals attain the next hierarchy of needs after the first one has been achieved. Senior managers are not much motivated extrinsically by money and other physiological needs but are well motivated intrinsically through self esteem and actualization needs and by so doing if their ideas are well transformed into performance , they feel well motivated. It was in the light of this that we have decided to investigate into Nakaloke Town Council about the effect of motivation on Employees' performance.

These issues have prompted us as public administration students to investigate into the effect of motivation on an Employee's performance at Nakaloke Town Council.

## **1.3 Purpose of the study**

The study sought to establish the relationship between motivation and Employee performance in Nakaloke Town Council.

## **1.4 Objectives of the study**

- (i) To examine the motivation practices used in Nakaloke Town Council.
- (ii) To examine factors affecting Employee performance in Nakaloke Town Council.
- (iii) To establish the relationship between motivation and Employee performance.

## **1.5 Research questions**

- (i) Which motivation practices are used in Nakaloke Town Council?
- (ii) What are the factors affecting Employee performance in Nakaloke Town Council?
- (iii) What is the relationship between motivation and Employee performance?

## **1.6 Scope of the study**

### **1.6.1 Subject scope**

The study focused on motivation and Employee performance in Nakaloke Town Council having motivation as the independent variable and Employee performance as the dependent variable.

### **1.6.2 Geographical scope**

The research was carried out in Nakaloke Town Council offices located in Nakaloke along Soroti road in Mbale district. The head office has been chosen mainly because it's from here that new policies can be developed and are best monitored to be implemented.

## **1.7 Significance of the study.**

The research was of great importance to various groups of people like to the current researcher, policy makers, future researchers and the management of Nakaloke Town Council. This is discussed further as shown below;

The study helped me to acquire skills which I can apply to conduct research in other subjects. Skills like developing questionnaires, interacting with new people and get the necessary information and analyzing data.

The research also helped the management of Nakaloke Town Council to discover the effect of motivation on Employee performance. This helped them come up with better motivation techniques which will result into improved Employee performance.

The research also benefited the future researchers on the same topic of motivation and Employee performance and learnt more about motivation practices, factors affecting Employee performance, the relationship between motivation and Employee performance among others.

The study benefited policy makers like the International Labor Organization, Workers' Union and other educational institutions to come up with effective realistic policies of motivating Employees.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.0 Introduction

This chapter shows what other scholars have written about motivation and organizational performance.

#### 2.1. Motivation

Abraham Maslow the father of motivation (1943) holds the view that “unsatisfied needs serve as a motivation for individual or group of people”. He identified five (5) hierarchy of needs which are physiological need, safety needs, social needs, esteem needs and self actualization.

And when a need is satisfied, he says it does not serve as motivation again it is the next need that matters.

Balunywa, T. (2005) defines motivation as the inducement of a desired behavior with in subordinates with a view of channeling their efforts and activity to achieve an organization’s goals. He adds that it’s an internal drive to satisfy an unsatisfied need in an organization and is also known as an incentive action.

Traditionally, motivation has been defined by the two dimensions that comprise it namely, energy and direction (Deci, 1980; Deci & Ryan, 1985; Roberts, 1992). The energy dimension of motivation is the driving force behind someone’s effort and persistence during engagement in a particular activity. Direction of motivation determines the area or field of interest in which that effort is projected. Both are necessary elements of a complete motivational act. Energy without direction has no purpose, and direction without energy results in a state of motivation.

## 2.2 Conceptual framework

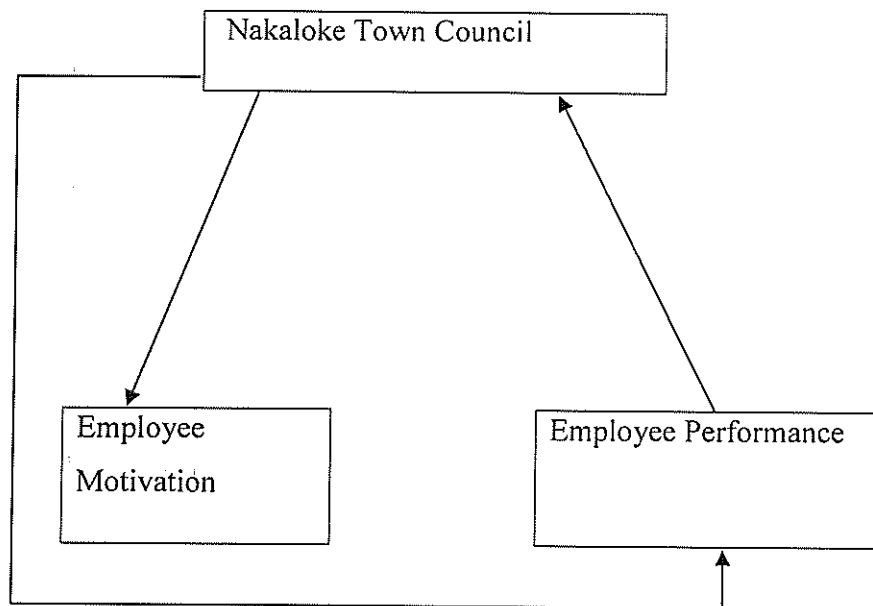


Table 1: A conceptual framework showing the relationship between motivation and employee performance.

The conceptual framework above shows that Nakaloke Town Council motivates its employee through, huge salaries, allowances in terms of rent, provision of fringe benefits, paying bonuses to good workers, giving a sense of responsibility decision making and transportation which makes them improve their performance on attendance and productivity. The employee's better performance uplifts the standard of Nakaloke Town Council which boosts the councils name in administration both local and national. Also Nakaloke Town Council can directly influence the performance of its employee.

## 2.3 Motivation practices

Many different scholars have agreed and disagreed on the ways Employees should be motivated. Some of them assert that in order to motivate an individual, a financial benefit has to be foregone by the motivator whereas others believe that money is not a true motivator hence both financial and nonfinancial incentives are considered in the discussion below;



According to Cole (1998), financial incentives are rewards/payments that Employees get in consideration of their contribution towards the organization. He adds that these are payments for labor as a factor of production.

### **Fringe benefits**

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.

### **Performance related pay**

This is paid to those Employees who meet certain targets. The targets are often evaluated and reviewed in regular appraisals with managers. According to Higgins (1994) this system is increasingly being used by organizations worldwide because it reduces the amount of time spent on industrial relations and he therefore recommends its use. However, Doellgast (2006) discourages the use of this practice of motivation. He asserts that it can be very difficult to measure Employee performance more especially those in the service industry and that the practice does not promote teamwork.

### **Bonuses**

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.

This is in agreement with Likert's (2004) study which concluded that since everybody wants to feel appreciated and special for the work done, they can therefore be motivated by appreciating them and making them feel special. He adds that the more satisfied the Employee is, the better he/she will perform.

Mwanje (2000) believes that non-financial incentives are the most important motivators of human behavior in terms of the needs of human beings. He refers non-financial incentives to non-monetary ways of rewarding Employees. They are opportunities that help Employees in the accomplishments of the set goals. They include;

### **Training opportunities**

Hammer (2000) asserts that an individual will be motivated to do something if they have the mental ability and skills to accomplish it. He writes that when Employees are trained, they get the knowledge of how to deconstruct tasks and challenges and thereby feel less intimidated by their jobs/tasks.

Herzberg (1998) agrees to Hammer's assertion. He adds that training makes the Employee earn confidence to do a job thereby improving their attitude hence motivation.

### **Communication style**

Managers need to be clear when talking to their Employees and let them know that their opinion or views are important in building a viable company. Strong communications skills are necessary when assigning tasks to the Employees so that the tasks are clearly defined and understood. Marie (2000) asserts that the managers ought to communicate to their subordinates in such a way that the subordinates feel like they are not forced to do a particular task. Jean (2002) agrees and asserts that managers should develop an inclusive approach to decision making if at all they are to increase their Employee motivation levels.

## **2.3.1 Motivational Theories.**

### **The Hierarchy of Needs Theory**

The hierarchy of needs theory advanced by (Maslow 1943) contends that human motives develop in a sequence according to the five levels of needs; physiological needs, security and safety needs, affiliation, esteem and need for self actualization. He emphasized that when one set of needs is satisfied, it ceases to be a motivator.

Steinmetz (1983) discusses three main types of subordinates: ascendant, indifferent and ambivalent that all react and interact uniquely and must be treated, managed and motivated

accordingly. An effective leader must understand how to manage all characters and more importantly the manager must utilize avenues that allow room for Employees to work, grow and find answers independently.

### **The Hygiene Theory.**

Fredrick Hertz (1959), the two-factor theory also known as the hygiene theory, where he referred to satisfiers as motivators, dissatisfies as hygiene factors. He found out that motivators were related to job experience and dissatisfies related to environmental conditions. These are classified in the table below.

**Table 1: Motivation satisfiers and dis-satisfiers.**

<b>Motivators(satisfiers)</b>	<b>Maintenance factor (dis-satisfier)</b>
Challenging work	Status
Achievement	Interpersonal relations
Growth of the job	Quality supervision
Responsibility	Company policy
Advancement	Working condition
Recognition	Salary

**Source: Fredrick Herzberg (1959).The Motivation to Work.**

Dis-satisfier factors do not motivate people but they must be present in an organization to avoid dissatisfaction. The job content factors are the real motivators since they provide a sense of satisfaction.

### **The Expectancy Theory**

Victor H (1964) advanced the expectancy theory. He contends that people will be motivated to do things to attain a goal if they believe in the worth of that goal and if they can perceive that what they do will help them in achieving it. The theory contends that motivational force is a

function of the value of money to a person multiplied by his subjective estimate that equitable amount will be forthcoming should he perform in a desired way.

### **The Equity Theory**

It was developed by Stacy J. Adams (1967) and it refers to an individual's subjective judgment about the fairness of the rewards she receives relative to inputs such as effort, experience and education, in comparison with the rewards of others who fall under the same group. If the relation is not equal, then inequality shall be perceived and will reduce the morale of the affected Employee.

As a researcher, I have noted with concern that it's important for Employees to balance between intrinsic and extrinsic types of motivation as they deal with Employees and that one should first find out what particular motivation practice will motivate a given Employee as advanced by Maslow, A. (1943) in the Hierarchy of needs theory.

### **2.4 Employee Performance**

Employee performance is a term typical to the Human Resource field where Employee performance can refer to the ability of Employees to achieve organizational goals more effectively and efficiently. It involves all aspects which directly or indirectly affect and relate to the work of the Employees. For performance to be effective, employers should recognize the regiment desires and needs of the Employees. According to Koontz, H. (1988) Ways in which Employee performance can be increased include; proper incentive systems which may be financial or nonfinancial. Financial incentives include; salaries, allowances, overtime payment, bonus and wages, while non financial incentives include; promotion, medical allowance, training, transport, subsidized housing and meals. This should be after identifying the needs and desires of Employees that can be satisfied hence increased performance.

### **2.4.1 Factors affecting Employee performance**

#### **Goal Clarity**

Willmot (2007) asserts that people must have in mind a clear picture of any end or goal they are to achieve. If this picture does not exist, they cannot tell if they are making progress or when they have completed the task or assignment, let alone if it has been completed properly.

Knight (2008) agrees and adds that keeping the end in view has been sage advice for almost two thousand years. The time a manager spends in developing, communicating and clarifying the goals or ends to be achieved is time well spent.

#### **Repertoire**

Nickols (2003) writes that to achieve a goal, the people working toward it must possess a suitable, flexible repertoire. They must be able to engage in whatever behaviors are necessary to obtain that goal despite changing circumstances and environmental disturbances. In some cases, this will involve carrying out a routine that has been specified in advance by someone else. In other cases, it will require figuring out — on the spot — an appropriate course of action. He concludes that in many situations, the end to be achieved will remain constant but the conditions under which it is to be attained will vary. Therefore, Employees need to possess a suitable and flexible repertoire.

#### **Knowledge of Structures**

According to Fred (2003), figuring out what to do in a particular situation requires knowledge of the structure of that situation. People must understand the elements that make up the situation, how those elements are connected to one another and the relationships that exist between and among these elements. This knowledge of the structure of the situation allows people to say how the actions they take will lead to the result they seek. It also allows them to say, for a given result, the actions that will lead to it. Absent this knowledge, action is little more than a shot in the dark and achieving desired results depends mainly on luck or intuition.

Sara (2004) agreed and added that Employees can only perform to the best of their knowledge and therefore those with good knowledge about the structures will perform better.

## **Feedback**

Gerhart (2004) wrote that without information about actual conditions in relation to intended goals or results, no one can perform to standard. Such information is known as feedback. It informs progress, enables corrections and, eventually, signals attainment of the objective. For most hard tasks (i.e., tasks involving tangible products or other immediate and readily measured effects of one's actions), feedback is generally available without much effort on any-one's part. We are aware of our actions and their effects. But, for soft tasks (i.e., tasks where the effects of our actions are not tangible, immediate nor readily measured), the feedback loop is essentially open. This is especially true when the main effects of a person's actions are the reactions of other people. Therefore, lack of good feedback leads to lack of correction and hence poor performance.

## **Mental Models**

Sara (2004) asserts that absent feedback, people have no choice except to act in ways that are consistent with internally-held views or mental models of what is appropriate or what should work instead of externally-based information about what is and isn't actually working. For this reason, it is worthwhile spending time working with people to identify the mental models they currently use in situations where feedback isn't readily available. In some cases, this will surface mental models that are inappropriate or inadequate. In other cases, it might surface mental models that are superior to those held by most people. This means that Employee performance does not only depend on the information provided to the Employees but also to their mental models.

## **Motivation**

Kathleen (2004) asserts that it is one thing to be capable of doing something; it is something else altogether to want to do it. Setting aside the issue of coercion, people generally want to do things for two basic reasons: (1) it serves some purpose of their own or (2) it serves someone else's purpose and they've accepted something in return for doing whatever it is that someone else wants done. Self-satisfaction and incentives; these are the two great motivators.

## **Environment**

In his studies on performance, Rynes (2004) found out that performance might not occur if the environmental conditions are so unsuitable as to present insurmountable barriers to performance. He writes that Most of us can successfully drive our cars on windy days but none of us can drive through a tornado. In less dramatic terms, missing tools and equipment, competing priorities, a repressive climate and other factors can interfere with our ability to perform as expected, regardless of our motives or our repertoire, the presence or absence of feedback and the quality of the mental models that guide our thinking and actions. In short, the task environment must support the desired performance; at the very least, it must be manageable.

## **Technology**

According to Samuel (2010), technology is primary tool that can be used to boost Employee performance. He writes that improvement in technology accompanied by training of the Employees can significantly increase their levels of performance because it reduces the stress that comes with doing the job manually.

## **Abilities, training and experience**

Scott (2000) defined ability as the capacity to learn and perform the tasks required. He revealed that a good mixture of ability, training and experience is the root cause best performances. He asserts that best performing Employees at least have two of the three factors.

## **Work-Home Balance**

Berman (2001) wrote that as much as an employer may not want to be affected by the personal life of his Employees, personal problems can sometimes affect Employee performance. Managers need to be sensitive to Employee personal problems, and be prepared to discuss the issues with Employees when necessary. If an Employee requires time off to deal with a personal problem, then granting that time off will help to show all of your Employees that the company values its Employees.

As a researcher, I strongly support the above factors that affect Employee performance as valid even in the present situation hence Employees should take them serious and find out how to mitigate their effects to have improved Employee performance.

## **2.5 The relationship between motivation and Employee performance**

According to Steers (1999), Employee motivation is the process of enabling or authorizing an individual to think, behave take action, control work and decision making in an autonomous way.

A number of studies have examined the relationship between motivation and performance, Koestner (1999) wrote that if motivation is crucial for initiating behavior, then performance exists at the opposite end of the spectrum and is defined as the outcome of a motivated act.

Posti, C. (2005) says that people need motivation just as pieces of equipment need fuel and operators. This is highly demanded to ensure that they are always at their optimum working condition. In turn, this will absolutely lead to optimum productivity. People are one of the most important assets in business. They have unlimited potential to contribute in the achievement of objectives. Their aggregate productivity propels the operations of the company. It dictates the overall performance, which creates an attractive corporate culture.

According to Dems, K. (2010).The value of human resource productivity is a managerial concern. Employee motivation is the classic response on this matter. This has been utilized for ages by many different entities, small- and large-scale businesses alike. It fosters mutual growth in an employer-Employee relationship. Indeed, motivation increases productivity.

In their study Wood, Kakebeeke, Debowski, and Frese (2000) examined the role of active exploration in an adult training program. Their results indicated that participants who were trained to actively explore the environment during training had higher intrinsic motivation levels, as well as higher performance on transfer tasks.

In agreement Copper, Clasen, Silva-Jalonen, and Butler (1999) found that intrinsic motivation was associated with higher levels of creativity-based performance for an in-basket work task. The in-basket technique is an employment screening task in which an applicant is asked to complete a set of paperwork that would be representative of his/her actual work tasks.



Amodt (1999) and Graen (1999) also found that intrinsic motivation in Employees was related to higher levels of creative performance, as rated by work supervisors. However, Fang (1997) reported that, although intrinsic motivation was related to innovative performance, it was not related to other work outcomes.

According to Hersey (1996). Motivation is concerned with human behavior. It is the inner striving condition described as wishes, desires, drives or moves, human psychological characteristics, which includes the factors that cause channel and sustain human behavior. Therefore motivation deals with what makes people active. It's the influence force that gives rise to behavior involving creating conditions in which Employees want to work and are willing to accept responsibility.

According to Waterman (1982). Motivation is the degree of effort an Employee exerts to accomplish a task, it shows an excitement about work. From the managers' point of view, person who is motivated has such characteristics as hardworking, sustaining a pace of hard work, self directed behavior towards important organizational goals.

Motivation is the key to performance improvement. There is a saying that saying that "you can take a horse to the well to drink water but you cannot force it to drink", it will drink if only it is thirsty-so with people. They will do what they want to do or otherwise motivated to do. Whether it is to excel on the workshop floor or in the ivory tower, they must be motivated or driven to it, either by themselves or through external stimulus.

According to Heneman, R.L. (1992) Differences in institutional arrangements contribute to the feasibility and effectiveness of various monetary incentives, as do differences in Employees' preferences for specific incentives. Therefore, companies are wise to study these issues before implementing changes to existing incentive plans. This is especially pertinent for service organizations, where financial reinforcements tend to produce a stronger effect on task performance than non-financial rewards used alone. Even stronger results are seen with a composite approach. For example, one meta-analysis of 72 field studies found that monetary incentives improved task performance by 23%, social recognition improved task performance by 17% and feedback elicited a 10% improvement<sup>18</sup>. Simultaneously combining all three types of reinforcements improved performance by 45%.

Putting in consideration Milkovich,G.T(1991) presentation that team-based or small-group incentives are defined as rewards whereby a portion of individual pay is contingent on measurable group performance. In general, its effectiveness is dependent on the characteristics of the reward system, the organization, the team and the individual team members. Here again, studying this issue via Employee surveys or interviews can be useful. But generally speaking, research suggests that equally divided small-group incentives sustain high levels of productivity and satisfaction for group members, and that small group incentives are at least as effective as individual incentives with groups of two to twelve people. Qualitative, quantitative and survey research studies of alternative pay systems such as profit-sharing or gain-sharing plans are even more consistent in their findings. These incentive programs include various pay-for-performance approaches that link financial rewards for Employees to improvements in the performance of the work unit<sup>20</sup>. Research reveals that these types of incentive systems are associated in practice – and in employer and Employee minds – with both higher productivity and improvements in organizational performance.

**2.6 Other factors**

**2.6.1 Table 2: Key Performance Indicators (KPI)**

3.High Competence but low behaviors	1.High Competence, high behaviors
4.Low competence, low behaviors	2.Low competence but high behavior

Source: Adapted from: Jamie Resker, (2007) Employee Performance Indicators.

Using the above diagram, Resker, J.(2007) explains more about Employee performance indicators as seen below;

### **High Job Competence and High Behaviors**

Employees in the far upper right hand corner represent our “A” players. Exhibiting an ideal combination of high Job Competence and high Behaviors, these contributors set a good example for other Employees, mentor others and are predominantly self-managed. Still, we need to make sure they receive the message that we appreciate their contributions, value having them as part of our team and check for continued engagement. Our research indicates approximately 10% of Employees fall into this category.

### **Lower Job Competence and Mid to High Behaviors**

Employees in this quadrant tend to fit one of two categories: — New Employees with high behaviors who are enthusiastic, eager to learn and are making steady progress towards gaining new skills, fulfilling job responsibilities and meeting goals. Close supervision, continuous direction and feedback are required.

Employees who have received support to learn the skills required mastering the job responsibilities and meeting goals yet lacking the aptitude to absorb and apply the required skills. Job responsibilities and goals are only partially completed which results in essential job tasks going unmet and/or falling to the manager or more capable Employees in the Upper Right hand corner.

### **Low Behaviors and Low Job Competence**

If we were giving out letter grades, the performance for Employees in this space would receive an “F”. Our research indicates that approximately 3 – 10% of Employees reside in this area. One would assume that organizations would take swift action to eliminate these chronic underperformers, yet for a myriad of reasons we allow them to stay at their current performance levels. Why? There are many excuses: this person used to be a valuable Employee but has slipped over the years; The Employee is doing as much as he/she can- they have got a lot going on in their personal lives; a culture that sends a “we don’t care message” etc. Our view is to ‘help them out or help them out’ (figure out a way to improve their performance, or create an exit strategy). Not only do we sacrifice on our financial investment in such Employees, but they also reflect poorly on the organization as a whole.

## **2.6.2 Challenges of Motivation**

### **Corporate culture**

Corporate, organization and department culture all flows from the top down. The written and unwritten rules, policies and philosophy of a manager or the organization all eventually find their way into the attitudes and performance of almost everyone in the organization. One of the critical things to remember when dealing with people is: you get the behavior you reward. If the culture directly or indirectly rewards a certain type of attitude or behavior, you are, by your actions or inactions, probably reaffirming that these are acceptable. If you want to change behavior, you must first evaluate the culture that is in place that may be rewarding the type of behavior you are getting but don't necessarily want.

### **Communication style**

Rumors, hearsay, memos, emails, meetings, individual counseling sessions and bulletin boards all have one thing in common - they communicate information - some more effectively and timely than others. If communication in an organization is all top-down, you can be assured that you are not in touch with the realities of your organization, the marketplace, your customers or suppliers.

### **Organization direction**

One of the biggest challenges managers face today is effectively communicating corporate direction with clarity and consistency to all Employees who have a right and need to know. Most organizations do a poor job of this at best. One way to find out what your people believe is to conduct an anonymous survey of attitudes, perceptions and opinions.

### **Decision making**

Many managers make decisions that other Employee's will either have to implement or that will affect them. If these decisions are made without bottom-up feedback, you can guarantee that the outcome of the decisions will be less than desired or expected.

## **Feedback mechanisms**

Employees want to know how they are doing - whether poorly or well. Failure to give them the feedback they need is to keep them in the dark regarding the assessment of their performance and how and where they need to improve.

## **Conclusion**

This chapter has generally explored motivation and its practices, Employee performance and the relationship between motivation and Employee performance. From the above literature, I can conclude that motivation can really have an impact on the level of Employee performance as confirmed by Wood (2000) and Koestner (1999) and the clear link between motivation and Employee performance help us to investigate the validity of various aspects in relation to Nakaloke Town Council. However it can also be concluded that no clear scholar has come out to examine the impact of motivation on Employee performance hence the relevance of this research.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 Introduction**

This chapter deals with the methods and tools the researcher uses in data collection and analysis. It describes the research design that was used by the researcher, data sources and collection tools, processing, analyzing and the challenges that the researcher faced.

#### **3.2 Research design & Strategy**

The researcher used a case study strategy which was Nakaloke Town Council and an explanatory research design because it sought to explain why there were still low levels of Employee performance despite the many ways put in place by the management of Nakaloke Town Council to motivate its Employees.

#### **3.3 Study area**

The study area was the management employee of Nakaloke Town Council.

#### **3.4 Study Population**

The population of the study included the management of Nakaloke Town Council especially those involved in the human resource management and the Employees themselves. The study population included the 30 Employees at the office.

#### **3.5 Sampling methods & techniques**

The study employed stratified random sampling and simple random sampling techniques..

- Stratified random sampling refers to a process of dividing a population into smaller groups known as strata basing on the members' shared attributes. This was done by grouping the Employees according to management levels.
- Simple random sampling was also applied. This refers to a process of selecting a group of subjects (a sample) for study from a larger group (population). This was intended to select respondents since each stratum was assumed to contain Employees with related knowledge on the topic under study.

### 3.6 Sample size

The researcher used a sample size of 30 respondents who were got from 60 Employees of Nakaloke Town Council. These were categorized in the following manner, 10 from the human resource, 10 from the finance and accounting department, 5 from the marketing department and 5 from operations department.

**Table 3: Shows the number of respondents from each department.**

Department	No. of respondents
Human resource	10
Finance and Accounting	10
Marketing	5
Operations	5
Total	30

### 3.7 Sample design

Random sampling and purposive sampling techniques were employed.

- **Random sampling technique** is a process of selecting a sample that allows all members of the group or population to have an equal and independent chance of being selected for the sample. Random sampling technique was employed when selecting the Employees at operational level. This was done to avoid bias.
- **Purposive sampling technique** refers to a process whereby the researcher selects a sample based on experience or knowledge of the group to be sampled. Purposive method was applied when selecting management employees because there was need to specifically get information from those members of employee who deal directly in administrative duties.

### 3.8 Sources of data

The researcher used both primary and secondary data sources.

### **3.8.1 Primary data source**

This refers to raw facts collected or generated in a given research for the first time. This data was generated from the sample population by use of the questionnaire.

### **3.8.2 Secondary data source**

This method involves sourcing for already processed information. Data was got by reviewing relevant text books, journals, news papers, records of Nakaloke Town Council and other published materials about the research topic.

## **3.9 Data collection methods & instruments**

The researcher used questionnaire and interview as instruments of data collection.

### **3.9.1 Questionnaire**

A questionnaire is a list of questions drafted by the researcher to be filled by the respondent. This was the basic tool the researcher used in data collection. The questionnaire contained both close ended and open ended structured questions and the variables therein were measured using likert scaling technique. The reason for use of this method was that it minimized bias.

### **3.9.2. Interview**

Interview is a verbatim process where I come face to face with the employees to reveal their confidence of talking about the motivation on their performance.

## **3.10 Research procedure**

Upon obtaining an introduction letter from the head of department, Public Administration at Nakaloke Town Council to Nakaloke Town Council, the researcher contacted the different respondents to understand their time tables and thereafter made arrangements of meeting them to deliver the questionnaires at their places of convenience. The researcher personally delivered them to the respondents to ensure maximum monitoring and response.



### **3.11 Data analysis, processing and presentation.**

Data was gathered by use of questionnaire, processed by editing, and computing. It was also analyzed by use of tables. The researcher used Pearson's correlation coefficient to determine the relationship between the two variables which were motivation and Employee performance.

### **3.12 Ethical consideration**

The researcher maintained maximum confidentiality of the findings from the research. The researcher followed all the legal procedures to reach the respondents such as getting a letter of introduction from Kampala International University and presenting it to the local government office of Nakaloke town council.

The researcher conducted the research in person, not getting another individual to conduct the interview or analyze data on his behalf. The researcher did not disclose the respondents' names in order to protect their privacy and allow them to live in harmony. Each respondent's permission was sought prior to answering questions.

### **3.13 Limitations of the study**

Like any other research undertaking, this study faced both practical and methodological limitations. The practical limitations included limited knowledge; computerized statistical analysis packages, not all respondents gave all required information, apathy of some respondents, failure of interpretation of the questionnaires and some withheld for confidential reasons.

Nakaloke Town Council employees were not willing to provide us with the necessary information needed for this research. Another challenge was time constraint on the part of the researchers which made it impossible to use a larger sample size.

## CHAPTER FOUR

### PRESENTATION OF THE ANALYSIS AND DISCUSSION OF FINDINGS

#### 4.1 Introduction

This chapter presents the findings of the study.

- i) To examine the motivation tools used in Nakaloke Town Council.
- ii) To examine factors affecting Employee performance in Nakaloke Town Council.
- iii) To establish the relationship between motivation and Employee performance in Nakaloke Town Council.

#### 4.2 Back ground information of respondents.

This section shows the gender of the respondents, marital status, age bracket, highest level of education attained and the duration spent in service at Nakaloke Town Council.

##### 4.2.1 Gender of respondents

Respondents were asked to state their gender and the following data was obtained.

**Table 4: Gender of respondents**

	Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	14	47	47	47
	Female	16	53	53	100
	Total	30	100	100	

*Source: Primary data*

From table 4, it can be noted that the council employs both the male and female Employees though the majority are female being represented by 53% while male are represented by 47%. This implies that Nakaloke Town Council Employees both the male and the female although there is a difference of 6%. It is an indication that Nakaloke Town Council is not biased in employing its employees.

#### 4.2.2 Marital status of respondents

Respondents were asked to state their marital status and below are the responses.

**Table 5: Marital Status**

	Marital Status	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	20	67	67	67
	Married	9	30	30	97
	Widow(er)	1	3	3	100
	Total	30	100	100	

*Source: Primary data*

Table 5 shows that 67 percent of the respondents who work with Nakaloke Town Council are single, the married 30 percent and the widow(er) being only 3 percent. This implies that the Council Employees single workers as indicated in the above table. Therefore, management should increase the number of singles being recruited since such a labour force is more productive and not attached to so many responsibilities.

#### 4.2.3 Age bracket of respondents.

Respondents were asked to show their age bracket and the following data was obtained.

**Table 6: Age bracket**

	Age Bracket	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	11-20	2	7	7	20
	21-30	18	60	60	80
	31-40	6	20	20	93
	41+	4	13	13	100
	Total	30	100	100	

*Source: Primary data*

From table 6 above, it is seen that 60 percent of the respondents who work with Nakaloke Town Council are within the age group of 21-30 years followed by those in the age group of 31-40 years at 20 percent. Those in the age group of 41+ years are 13 percent and lastly those below the age of 20 at only 7 percent. This means that the council is more interested in people with in the age group of 21-30 because these are still energetic and yearning to achieve a lot ahead. Management should recruit fresh graduates from colleges and universities since that is the target age group of Nakaloke Town Council.

#### 4.2.4 Highest level of education attained by the Employees.

Respondents were also asked to identify their educational levels and below are the responses and below are the responses.

**Table 7: Highest level of education attained**

Education Level		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UCE	2	7	7	7
	UACE	4	13	13	20
	Tertiary	5	17	17	37
	University	19	63	63	100
	Total	30	100	100	

*Source: Primary data*

able 7 shows that 63 percent of the respondents who work with Nakaloke Town Council are graduates, followed by those from the tertiary institutions at 17 percent. This means that Nakaloke Town Council considers education and experience highly when selecting its employees to ensure quality work. Therefore, management should constantly revise its practices in order to maintain the present standard.

4.2.5 Duration in service

Respondents were asked the period they had worked in Nakaloke Town Council and the following was obtained.

Table 8: Length at work

Duration in service		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 year back	8	27	27	27
	2 years back	14	47	47	74
	3 years back	4	13	13	87
	4+ years back	4	13	13	100
	Total	30	100	100	

Source: Primary data

From table 8 above, 47 percent of the respondents joined the council in the last 2 years and 27 percent 1year back. The table also shows that 13 percent joined the council 3 years back and 4+ years back each. Using the above results it means that Nakaloke Town Council is serviced by Employees who joined in the past two years. It’s an indication that the council cannot maintain its Employees for a long period of time explaining a high employee turnover within Nakaloke Town Council. Therefore, the council should carryout intensive research to find out why there is high labor turnover. This will help the council in retaining skilled and competent Employees.

### 4.3 MOTIVATION TOOLS UNDERTAKEN BY NAKALOKI TOWN COUNCIL

#### 4.3.1 Wages and salaries

Respondents were asked whether the wages and salaries paid to Employees motivate them.

Below were the responses;

Table 9: Wages and salaries

Motivation levels	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	1	3	3	3
Agree	4	14	14	17
Not sure	6	20	20	37
Disagree	12	40	40	77
Strongly disagree	7	23	23	100
Total	30	100	100	

Source: Primary data

Table 9 shows that 3 percent of the respondents strongly agree and 14 percent agree that the current salary motivate them. When this is compared to those who say that the current salary does not motivate them (63 percent combined), it is clear that the majority disagree with the statement. This implies that the salaries given to employee members have an impact on the levels of performance though Nakaloke Town Council does not consider salaries and wages as its motivation tool. Management should consider wages and salaries as a motivation tool for better results. Payment should be done in time and worth the Employees' effort.

#### 4.3.2. Payment in time

Respondents' were asked whether they are always paid in time and the following information was obtained.

**Table 10: Timely Payments**

Timely Payment		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	2	7	7	7
	Agree	9	30	30	37
	Not sure	6	20	20	57
	Disagree	11	37	37	94
	Strongly disagree	2	6	6	100
	Total	30	100	100	

*Source: Primary data*

From table 10 above, 37 percent of the respondents in total agree that they are paid in time while most of the respondents, 43 percent disagree with the statement. This means that the council does not use this tool as a motivator for its Employees. Management should revise its payment schedules and endeavor always to pay in time. This will help Employees in meeting their demands and ensuring proper budgeting of their funds.

### 4.3 Piece rate system

Employees of Nakaloke Town Council were asked whether Nakaloke Town Council pays its workers according to work done and below were the responses.

**Table 11: Work load & payment**

Work load & Payment		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	3	10	10	10
	Agree	4	13	13	23
	Not sure	9	30	30	53
	Disagree	9	30	30	83
	Strongly disagree	5	17	17	100
	Total	30	100	100	

*Source: Primary data*

From table 11, 47 percent of the respondents in total disagree with the statement while only 23 percent of them agree with the statement and 30 percent are not sure. Going with the majority, the council does not have a performance related pay scheme to motivate its Employees. It's important that management should consider paying its workers according to work done for better results; this will motivate Employees to work harder in order to earn more.



#### 4.3.4 Employee Fringe benefits

Respondents were asked whether the council provides fringe benefits to all the Employees and the following was obtained.

**Table 12: Fringe benefits**

Fringe benefits		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	9	30	30	30
	Agree	7	23	23	53
	Not sure	3	10	10	63
	Disagree	6	20	20	83
	Strongly disagree	5	17	17	100
	Total	30	100	100	

*Source: Primary data*

Table 12 shows that 53 percent of the respondents in total agree that the council provides fringe benefits against the 37 percent who disagree and 10 percent are not sure. This means that the council is in agreement with the earlier revelation by Doellgast (2006) that provision of fringe benefits is one of the tools that can be used to motivate Employees. Management should continue to provide more of the fringe benefits such as medical allowances, housing allowance and transport allowance to its Employees.

#### 4.3.5 Bonus payment

Respondents were asked whether when they meet the set targets, they are paid a bonus and the following were obtained.

**Table 13: Bonus Payments**

Bonus Payment		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	9	30	30	30
	Agree	8	27	27	57
	Not sure	8	27	27	84
	Disagree	3	10	10	94
	Strongly disagree	2	6	6	100
	Total	30	100	100	

*Source: Primary data*

Table 13 shows that 57 percent of the respondents in total agree with the statement that when Employees meet the set targets, they are paid a bonus and only 16 percent of the respondents disagree with the statement while 27 percent are not sure. It is an indication that the council uses bonuses to motivate its Employees. Management should consistently revise its bonus payment practice in order to maintain the present Employee satisfaction.

#### 4.3.6 Employee training

Respondents were asked whether Nakaloke Town Council provides training to its Employees most of the times.

**Table 14: Employee training**

Employee training		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	5	17	17	17
	Agree	1	3	3	20
	Not sure	9	30	30	50
	Disagree	6	20	20	70
	Strongly disagree	9	30	30	100
	Total	30	100	100	

*Source: Primary data*

From table 14, 20 percent of the respondents in total who work with Nakaloke Town Council agree that the council provides them with training most of the times. However, 50 percent disagree with the statement and 30 percent are not sure. This means that training is not one of the tools that the council is using at the moment to motivate its Employees. The management of Nakaloke Town Council should take up the tool of training its Employees to equip them with the necessary skills needed to produce quality work in the organization.

#### 4.3.7 Employee rotation

Respondents were asked whether Nakaloke Town Council rotates its Employees within the organization to prevent boredom.

**Table 15: Job rotation**

Employee rotation		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	3	10	10	10
	Agree	6	20	20	30
	Not sure	2	7	7	37
	Disagree	9	30	30	67
	Strongly disagree	10	33	33	100
	Total	30	100	100	

*Source: Primary data*

Concerning preventing boredom by Nakaloke Town Council rotating its Employees within the organization, 30 percent of the respondents in total agree with the statement. However, a bigger percentage of 63 of the respondents do not agree with the statement and 37 percent are not sure. Basing on the majority of the respondents, it can be noted that the council does not rotate its Employees which creates boredom. Therefore, management should endeavor to rotate its Employees within the organization as a way of preventing boredom and facilitating interaction amongst the Employees.

#### 4.3.8 Employees & Decision Making

Respondents were asked whether they have participated in decision making of Nakaloke Town Council and the following was obtained.

**Table 16: Decision making exercise**

Decision Making		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	5	17	17	17
	Agree	3	10	10	27
	Not sure	6	20	20	47
	Disagree	7	23	23	70.0
	strongly disagree	9	30	30	100
	Total	30	100	100	

*Source: Primary data*

Considering decision making in Nakaloke Town Council, results show that 53 percent of the respondents disagree with the statement against the 27 percent in total who agree and 20 percent are not sure, This means that most of the workers do not actually take part in the decision making of the organization implying that the management decides what is to be done and passes it on to the lower workers. Management of Nakaloke Town Council should consider involving workers at the different levels to take part in decision making in order to make them know that their contribution adds value to the development of the organization.

#### 4.3.9 Sense of responsibility at work

Respondents were asked to indicate whether they are given a sense of responsibility at the work place.

**Table 17: Degree of responsibility**

Sense of Responsibility		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	8	27	27	27
	Agree	10	33	33	60
	Not sure	5	17	17	77
	Disagree	6	20	20	97
	Strongly disagree	1	3	3	100
	Total	30	100	100	

*Source: Primary data*

Table 17 shows that 60 percent of the respondents in total who work with Nakaloke Town Council agree that they are given a sense of responsibility at the work place. Only 23 percent disagreed with the statement. This means that the council uses responsibility as one of its tools to motivate its Employees. This is in agreement with Fredrick Hertz's (1959) hygiene theory which postulates that responsibility at work motivates Employees. This motivation practice should be maintained by Nakaloke Town Council management.

#### 4.10 Challenging work

Respondents were also asked whether the council makes sure that the work is challenging at all times.

**Table 18: Hectic work**

Challenging work		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	2	7	7	7
	Agree	10	33	33	40
	Not sure	13	43	43	83
	Disagree	3	10	10	93
	Strongly disagree	2	7	7	100
	Total	30	100	100	

*Source: Primary data*

Table 18 shows that the 40 percent of the respondents in total agree with the statement that their work is challenging while 17 percent of the respondents in total disagree. However, most of the respondents were not sure about their status. This provides that, Employees do not know what it means for the work to be challenging. Management should teach its Employees what challenging work means and its importance that accrue from a challenging work. This will increase creativity and innovations within Employees thus increased productivity of labor.

#### 4.11 Employee promotion

Respondents were asked whether when an Employee performs well consistently, he/she is promoted and below are the findings.

**Table 19: Employee Promotions**

Employee Promotion		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	6	20	20	20
	Agree	10	33	33	53
	Not sure	9	30	30	83
	Disagree	4	13	13	96
	Strongly disagree	1	4	4	100
	Total	30	100	100	

*Source: Primary data*

From table 19 above, it can be noted that 53 percent of the respondents in total agree that when someone performs well consistently they are promoted, 30 percent are not sure while only 17 percent disagree with the statement. This therefore, means that the council uses promotions as its tool to motivate its Employees a practice that management should maintain.



#### 4.12 Equal treatment of Employees

Respondents were also asked whether there is relatively equal treatment of Employees depending on their efforts, experience and education.

**Table 20: Fair treatment of employee**

Equal treatment of Employees		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	9	30	30	30
	Agree	9	30	30	60
	Not sure	6	20	20	80
	Disagree	3	10	10	90
	Strongly disagree	3	10	10	100
	Total	30	100	100	

*Source: Primary data*

Table 20 shows that 60 percent of the respondents in total agree that depending on someone's efforts, experience and education, the council relatively treats its Employees equally while 20 percent disagree and 20 percent are not sure. This means the council treats its Employees equally in order to motivate them. This is a practice that management should continue to uphold because the Employees feel that they are cherished at the work place.

## 4.4 EMPLOYEE PERFORMANCE

### 4.4.1 Motivation and Employee performance

Respondents were asked to indicate whether motivation is the most important factor of Employee performance and the following information was obtained.

**Table 21: Motivation and employee performance**

Motivation as a factor		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	22	73	73	73
	Not sure	2	7	7	80
	Strongly disagree	6	20	20	100
	Total	30	100	100	

*Source: Primary data*

Considering motivation as the most important factor in Employee performance, 73 percent of the respondents in total agree to the statement while only 20 percent disagree and 7 are not sure. These findings are in agreement with the earlier revelations made by Kathleen (2004) that in order to improve one's performance he/she needs to be motivated. Management should maintain this practice of motivating its Employees and even research for more new motivation tools.

#### 4.4.2 Goal clarity and performance

Respondents were asked to indicate whether goal clarity among the Employees helps to improve their performance.

**Table 22: Goal clarity**

Goal clarity		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	8	27	27	27
	Agree	11	37	37	64
	Not sure	8	27	27	91
	Disagree	1	3	3	94
	Strongly disagree	2	6	6	100
	Total	30	100	100	

*Source: Primary data*

Table 22 shows that 64 percent of the respondents who work with the council agree that goal clarity can help Employees to improve on their levels of performance. Only 9 percent in total disagree and 27 percent are not sure. These findings are in agreement with the earlier revelations made by Willmot (2007) who asserted that people must have in mind a clear picture of any end or goal they are to achieve in order to perform to their best always. The management should continue to clarify organizational goals to the Employees for better performance.

4.4.3 Working Conditions and performance

Respondents were also asked to indicate whether the working conditions can greatly improve one’s performance.

Table 23: Working conditions

Working Conditions		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	15	50	50	50
	Agree	10	33	33	83
	Not sure	2	7	7	90
	Disagree	1	3	3	93
	Strongly disagree	2	7	7	100
	Total	30	100	100	

Source: Primary data

From table 23, it can be noted that 83 percent of the respondents in total agree that working conditions can greatly improve on the performance of the individuals while only 10 percent in total disagree and 7 percent are not sure. Going with the majority, it can be concluded that the Employees believe that better working conditions can help them to improve on the level of their performance. Management should endeavor to improve on the working conditions of Employees for better performance.

4.4.4 Knowledge of the structure and performance

The respondents were asked whether the knowledge of the structure helps an Employee to know what to do in given situations and hence improve on his/her performance.

**Table 24: Knowledge of the structure**

Knowledge of the Structure		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	8	27	27	27
	Agree	11	37	37	64
	Not sure	6	20	20	84
	Disagree	1	3	3	87
	Strongly disagree	4	13	13	100
	Total	30	100	100	

*Source: Primary data*

Table 24, results show that only 13 percent of the respondents in total disagree with the statement, 20 percent are not sure while the majority of 64 percent agree that in order to improve their performance, the Employees need to have knowledge of the structure of the organization since this can help them maneuver around the problems and hence perform better. Management should uphold this practice such that Employees can always know in which department to report the various issues that arise in the organization.

#### 4.4.5 Modern Technology and performance

Respondents were also asked to indicate whether the use of modern technology triggers performance of Employees.

**Table 25: Modern Technology**

Modern Technology		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	7	23	23	23
	Agree	10	33	33	56
	Not sure	6	20	20	76
	Disagree	5	17	17	93
	Strongly disagree	2	7	7	100
	Total	30	100	100	

*Source: Primary data*

From table 25, 56 percent of the respondents in total who work with Nakaloke Town Council believe that with modern technology, performance can always be better against the 24 respondents in total who disagree and 20 percent who are not sure. This is in agreement with the earlier revelations made by Samuel (2010) that technology can greatly improve on the individual performance. However, some of the respondent's fear that the introduction of technology will not do much if they are not taken for further training hence management should always train its Employees how to operate the modern technology.

#### 4.4.6 Ability, training, experience and performance

Respondents were also asked whether ability, training and experience can improve an individual's capacity to perform.

**Table 26: Ability, training and experience**

Ability, training & experience		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	9	30	30	30
	Agree	14	47	47	77
	Not sure	4	13	13	90
	Disagree	2	7	6	96
	Strongly disagree	1	3	3	100
	Total	30	100	100	

**Source: Primary data**

From table 26, 77 percent of the respondents in total who work with Nakaloke Town Council believe that an individual with ability, experience and training for a particular job, his/her performance is always going to be up, the 9 percent disagree and 13 percent are not sure. The management should endeavor to consider the ability, training and experience of Employees in order to improve on an individual's capability to perform.

## 4.5. RELATIONSHIP BETWEEN MOTIVATION & EMPLOYEE PERFORMANCE

### 4.5.1 Motivation and Employee performance.

Respondents of Nakaloke Town Council were asked whether motivation influences Employee performance and below were the responses obtained;

Table 27: Motivation and Employee performance

		Motivation	Employee performance
Motivation	Pearson Correlation	1	.823**
	Sig. (2-tailed)		.000
	N	30	30
Employee performance	Pearson Correlation	.823**	1
	Sig. (2-tailed)	.000	
	N	30	30

\*\* Correlation is significant at the 0.01 level (2-tailed)

The Pearson correlation coefficient above reveals that there is a positive and significant relationship between Employee motivation and their performance in Nakaloke Town Council. This is shown by the Pearson correlation of 0.823\*\* tested at 0.01 level of significance. Also the correlation shows a gap of 0.177 that needs to be closed by the management of Nakaloke Town Council. Management should consider all the motivational tools like timely payment, piece rate system, Employee fringe benefits, Employee training and rotation, goal clarity and Employee involvement in decision making among others used in motivating Employees so as to fully satisfy Employee needs.



## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter presents the summary of the findings of the study for the previous four chapters. This chapter also includes conclusions, recommendations for the study, and areas of further research suggested.

#### **5.2 Summary of major findings**

##### **5.2.1 Tools of motivation used by Nakaloke town council.**

The study found out that the council uses many different tools to motivate its Employees. These include; provision of fringe benefits, paying bonuses to workers who put in extra effort, giving a sense of responsibility, promotion of consistently hardworking Employees and treating the workers equally.

However, the study also found out that Nakaloke Town Council does not use salary as a tool to motivate its Employees as most of them were not satisfied by the management's salary scheme. It was also found out that the council does not carry out training of its Employees. The study also found out that the council does not rotate its Employees or involve them in decision making as a way of motivating them.

##### **5.2.2 Factors that affect Employee performance in Nakaloke town council.**

The study found out that motivation is the major factor that affects the level of Employee performance. This is because when the respondents were asked about whether motivation is the most important factor in Employee performance, 73 percent of them agreed. However, the study also found out that the organization needs to consider whether the tools they are using are matching the needs of the Employees such that they can apply the right tools which appeal to the Employees. The study also found out that there are other factors that affect the level of Employee performance in Nakaloke town council. And these included; goal clarity, knowledge of the structures, the working conditions which was ranked as number two following motivation, the use of modern technology and ability, training and experience of Employees.

### **5.2.3 Relationship between motivation and Employee performance.**

The findings revealed that motivation makes Employees do extra tasks for better performance and that there is a direct strong and positive relationship between Employee motivation and the performance of Nakaloke Town Council employee. This is evidenced by the Pearson correlation of 0.823; this figure shows a very strong and positive relationship between motivation and Employee productivity at Nakaloke Town Council.

### **5.3 Conclusion**

From the findings, it can be concluded that motivation can be categorized in two types basing on whether the motivational states are internally or externally derived. These included intrinsic motivation and extrinsic motivation. It can also be concluded that there are two types of motivation tools an organization can use; the financial and the non-financial tools. It can also be said that though the non-financial tools such as reducing the workload, job security, acknowledgment are all good motivators, financial tools such as salary and performance related pay are better motivators. It can also be concluded the management of Nakaloke Town Council is the trying to motivate its Employees though the tools it is using do not exactly match with the expectations of the Employees.

About the factors that affect Employee performance, it can be concluded that motivation is the most important factor that organization should look upon. However, it can also be concluded that there are other factors that affect the level of Employee performance. These include; goal clarity, working conditions, knowledge of the structure, use of modern technology, ability, training and experience.

The research also concludes that there is a very strong positive relationship between motivation and Employee productivity. However, it can also be concluded that the root cause of poor performance in Nakaloke Town Council is not motivation in its self rather it is the tools of motivation used by the Council which are not what the Employees want as motivators.

#### **5.4 Recommendations**

The Council should consider further informing and training of its employee to equip them with more skills in order to improve their performance. Also informing the Employees about the procedures that must be gone through if they want for example, a salary increment is recommended.

It was found out that the tools the council uses to motivate its Employees are not exactly the tools that can motivate the Employees. The researcher therefore recommends that the Council should carry out a study before using a particular tool.

#### **5.5 Areas for further research**

The researcher recommends the following areas for future investigations which were not researched satisfactorily.

- Choosing the right motivation tool for a given Employee. This is a very important aspect for the employer to consider. The researcher was not satisfactorily able to make a thorough study on how to choose the right motivation tool for a given Employee and therefore recommends it for further research.
- The impact of Employees' salary on their level of motivation. The researcher also did not go deep into finding out the impact of Employees' salary on their level of performance and therefore recommends it for future investigations.
- Problems encountered by employers when motivating Employees. The major problems encountered by employers when motivating Employees were not looked at exhaustively and therefore the researcher recommends it to be researched for by future researchers.

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## APPENDIX I: QUESTIONNAIRE

TOPIC: THE EFFECT OF MOTIVATION ON EMPLOYEE PERFORMANCE, A CASE  
STUDY OF NAKALOKI TOWN COUNCIL.

(To be filled in by the Employees of Nakaloke Town Council)

Dear Sir/ Madam,

I am Galiwango Amisi, Reg. No. BPA/31867/102/DU a student of Kampala International University pursuing a Bachelors of Public Administration Degree. I am currently conducting a study on the relationship between motivation and Employee performance in your organization. The study is purely for academic purposes and the information given will be treated with utmost confidentiality. I, therefore, humbly request you to spare some time and answer the following questions.

### SECTION A: Background information

Tick or write answers in full where applicable.

#### 1. Gender

a) Male ☐ b) Female ☐

#### 2. Marital status:

a) Single ☐ b) Married ☐ c) Widow(er) ☐ d) Divorced ☐

#### 3. Age bracket (years)

a) 11-20 ☐ b) 21-30 ☐ c) 31-40 ☐ d) 41 and above ☐

#### 4. Highest level of education attained

a) UCE ☐ b) UACE ☐ c) Tertiary ☐ d) Council ☐

#### 5. When did you join Nakaloke Town Council?

a) 1 year back ☐ b) 2 years back ☐ c) 3 years back ☐ d) Above 3 years back ☐

## SECTION B: Motivation practices by Nakaloke Town Council

On a scale of 1-5, tick in the appropriate box on how you strongly agree or disagree with the statements given.

Scale	1	2	3	4	5
	Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree

Statement	1	2	3	4	5
1. The wages and salaries am paid motivate me.					
2. Am always paid in time.					
3. Nakaloke Town Council pays its workers according to the amount of work done.					
4. The council provides fringe benefits to all its Employees.					
5. When Employees meet the set targets they are paid a bonus.					
6. Nakaloke Town Council provides training to its Employees most of the times.					
7. To prevent boredom, Nakaloke Town Council rotates its Employees within the organization.					
8. I have participated in the decision making of Nakaloke Town Council.					
9. Am given sense of responsibility at my work place.					
10. The council makes sure at all times that my work is challenging.					
11. When an Employee performs well consistently, they are promoted.					
12. There is relatively equal treatment of Employees depending on their efforts, experience and education.					
13. I have good inter-personal relationship with my superiors					
14. There is high supervision at Nakaloke Town Council					

15. Suggest ways that Nakaloke Town Council should use to improve on your motivation levels.

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### SECTION C: Factors affecting Employee performance

On the scale of 1-5, tick in the appropriate box on how you strongly agree or disagree with the statements given.

Statement	1	2	3	4	5
1. Motivation is the most important factor in Employee performance					
2. Goal clarity among the Employees helps to improve their performance					
3. Work conditions can greatly improve one's performance					
4. To achieve any goal, an Employee must be flexible and suitable for the job					
5. Knowledge of the structure helps an Employee to know what to do in given situations and hence improve his/her performance					
6. Feedback is key in the improvement of an individual's performance					
7. The use of modern technology triggers performance of Employees					
8. Ability, training and experience improve an individual's capability to perform					
9. A feeling of acceptance by the Employee may improve his/her performance					



10. Suggest any other factors that affect your level of performance as an Employee of Nakaloke Town Council.

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**SECTION D: Relationship between motivation and Employee performance in Nakaloke Town Council**

On the scale of 1-5, tick in the appropriate box on how you strongly agree or disagree with the statement given.

Statement	1	2	3	4	5
1. With the help of the management, my performance has improved over time.					
2. My performance reduces when Nakaloke Town Council takes long to rotate the Employees					
3. I always perform to my best when I know that am accepted at work					
4. With the current motivation practices at Nakaloke Town Council, the performance of the Employees is always going to reduce.					
5. Employees often endeavor to meet the set targets to be paid a bonus					
6. There is a strong relationship between Employee performance and motivation					

7. List the Employee motivation tools that you believe have had the biggest impact on the level of your performance.

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## APPENDIX II: THE BUDGET.

REQUIREMENTS	QUANTITY	AMOUNT	TATOL
stationary	1 ream of paper.	9000.	9000
	3 pens and	300.@	900
	1 ruler	500.	500
Secretarial services (typing and printing.)	All the report	1000 per page.	50000
Transport and accommodation	To and from the sub county, 1 room	20000	20000
		20000	20000
Meals	All meals	50000	50000
others	-	50000	50000
Total	-	-	200400

**APPENDIX III: THE TIME TABLE.**

13/8/2013, .	Traveling to the sub county, to see the town clerk
14/8/2013,	Reporting to the sub county headquarters, to see the sub county chief
15/8/2013,	Orientation in the sub county.
16/8/2013,	Identification of respondents and schedule appointment date and venue.
17/8/2013 and 21/08/2	Actual data collection
31/9/2013	Data analysis commences.

# NAKALOKE TOWN COUNCIL

Telephone  
Town Clerk ----- 0782-514563  
Town Treasurer ----- 0772-595573  
Clerk Asst. ----- 0782-387285  
Health Insp ----- 0772-550033  
CDO ----- 0785-809418  
Planner ----- 0775-921812  
Engineer ----- 0782-913223  
CNAADS Coord ----- 0772-946106  
Town Agents ----- 0787-772381  
0779-423187



P. O. BOX 931  
MBALE – UGANDA

IN ANY CORRESPONDENCE  
ON THIS SUBJECT PLEASE QUOTE NO .

Date: 6<sup>th</sup> May 2013

The Head of Department  
Public Administration  
Kampala International University  
P O Box 20000  
KAMPALA

Dear Sir/Madam

**RE: MR. GALIWANGO AMISI**

This is to inform you that the above named person who is a student from your university has been accepted to carryout internship training from Nakaloke Town Council in administration department.

During his period of internship he will work under the supervision of the Town Clerk.

Yours in service

  
  
**MULYANYUMA AARON AYEFA**  
**TOWN CLERK**

cc Mr. Galiwango Amisi  
cc File



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COLLEGE OF HUMANITIES AND MANAGEMENT SCIENCES

DEPARTMENT OF PUBLIC ADMINISTRATION

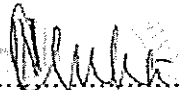
Date: 28/02/2013

To: TOWN CHIEF NAKA-MOKE TOWN  
Council

This is to introduce to you G. M. WABU AMISI  
Reg. No. BPA/31967/102/12 who is a bonafide student of Kampala  
International University. He is working on a research project for a dissertation,  
which is a partial requirement for the award of a Degree. I hereby request you,  
in the name of the University, to accord him all the necessary assistance  
he/she may require for this work.

I have the pleasure of thanking you in advance for your cooperation!

Yours faithfully,

  
Dr. Benjamin Bella Oluka PhD  
Head of Department, Public Administration