

**MOTIVATION AND EMPLOYEE PERFORMANCE IN KAMPALA**

**CITY COUNCIL AUTHORITY**

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### DECLARATION A

I declare that this research report is my original work and has not been presented for a Degree or any other academic award in any Institution or Institution of Learning

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Name and signature of the candidate

Date: 11<sup>th</sup> July, 2014

### DECLARATION B

I, Sarah Aya, confirm that the work reported in this research report was conducted by the candidate under my supervision.

Mr. Muxunge Mark

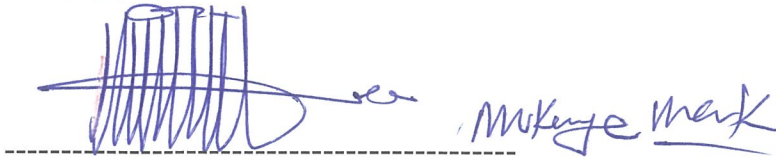
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### **APPROVAL SHEET**

This research report entitled "Motivation and employee performance in Kampala City Council Authority prepared and submitted by Sarah Aya in partial fulfillment of the requirements for the degree of Degree of Arts in Social Work and Social Administration has been examined and approved by the panel on oral examination with the grade of PASSED.



Mukege Mark

## **DEDICATION**

This research report is dedicated to my mother Mrs Christine Abur and my lovely dad Ongom J.H Martine whose prayers have enabled me to reach the heights that I would never have reached.

## **ACKNOWLEDGEMENT**

The researcher thanks all the people whose assistance enabled her to accomplish her Degree successfully; special thanks goes to my lovely mum Christine Abur in which without her I would not have made it to where I am today and my Dad M. Martine Ongom (RIP) and on a special way I want to thanks to my uncle mr Rubangakene John and mr Calo Bosco and brothers Peter, Patrick, Robbert, Denis, Ogal and my one and only sister Oyella Nancy lastly special thanks to Judith Presslyne Acayo who tirelessly worked very hard with continuous financial and spiritual support that she rendered to me not also forgetting my dearest friends whom their present around me made me a valued person to them like dearest Sarah, Resty, Amos, Julious, Lillian, Jacky, Buruan and those that I have not mentioned them here I love you all pals. Mukuye Mark whose helped to shape his ideas and writing in the field of Social Work and Social Administration. .

Above all, she wishes to thank the Lord Almighty, without whose inspiration, guidance and wisdom the researcher would neither have tackled nor accomplished her studies. "For without Him I can do nothing: John 15:4"

## **LIST OF ACRONYMS**

ACTH	Adrenocorticotrophic hormone
DVC	Deputy Vice Chancellor
GAS	General Adaptation Syndrome
KCCA	Kampala City Council Authority
KPI	Key Performance Indicators
KSI	Key Success Indicators
SAQ	Self Administered Questionnaires
PLCC	Pearson's Linear Correlation Coefficient
SPSS	Statistical Packages for social scientist
UN	United Nations
KCCA	Kampala City Council Authority

## **ABSTRACT**

This study set out to determine the degree of effectiveness of Motivation on employee performance in Kampala City Council Authority. The study was based on five specific objectives: (i) to determine the profile of respondents in terms of gender, age, marital status, level of education, position in the organization, length of service, (ii) to determine the extent of Motivation among KCCA employees, (iii) to determine the level of employee performance in KCCA (iv) to determine if there is a significant relationship between Motivation and employee performance in KCCA and (v) to recommend strategies that will further enhance employee performance basing on the findings of the study.

It was based on descriptive correlation survey design. SAQ were used to collect primary data from 175 out of 310 employees, using simple random sampling. Data analysis was done using SPSS's frequencies and percentages; means; and Pearson's Linear Correlation Coefficient.

The findings showed that majority of the respondents were male, with age range of 26 – 39 years, more than half were single; holders of Degree's degree and above, it was dominated by KCCA clients and majority with experience of more than three years. It went ahead to revealed that the level of Motivation at mean  $\approx 2$  (low level). On the other hand the level of employee performance in stands at a mean  $\approx 3$  (high level). The findings from PLCC showed a positive and significant relationship between Motivation and employee performance at ( $r = 0.894$ ,  $\text{sig.} = 0.000$ ).The researcher recommended that if employee performance to be improved in KCCA, management should; a) ensure that employee salary is paid in time, (b) improve/ increase on the salary scale, (c) introduce a system of giving employees fringe benefits and (d) ensure that there is gradual introduction of new institution policies and programs among others.



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## **CHAPTER ONE**

### **THE PROBLEM AND ITS SCOPE**

#### **Background of the Study**

Employee motivation has been proven to be a long term success factor in many organizations; however, many organizations still overlook the topic (Kovach, 1995). Due to the economic crunch which hit the world economies around the end of 2007 up to 2009, many government institutions and private organizations, faced challenges as far as work force and as well as motivating them is concerned (UN report 2010). These challenges significantly reshaped the operations of these institutions or organizations that led to a change in employee behaviors and the need for employee motivation increased the institution's operation in terms of institutional costs and expenses, institutional decision making, individual perception and cognition and communication, job satisfaction, and turnover intentions.

World over, employee motivation is the order of the day, and this has led to the development of various theories on motivation in attempt to address the problem. These theories are intended to increasing morale of the employees and consequently improving both their individual and organizational performance. Motivation is as a driving force that initiates and directs behavior. It is a kind of internal energy which drives a person to do something in order to achieve something. It is a temporal or dynamic state within a person which is not concerned with his/her personality

The role of employee incentives has to be considered seriously as an important aspect, positive motivation enhance performance at individual, group and organizational levels. This study tried to validate both the theories on factors affecting employee behavior and other psychological factors, in Kampala City Council Authority (KCCA) as a case study.

Since its establishment in 2001, KCCA performance has been a big question in the mind set of many Ugandans. The performance of KCCA employees is often

questioned on a number of aspects and this study examined it in terms of attendance at work, time management, innovation, fairness, and task accomplishment, quality of work, customer care, performance appraisal, team work and problem solving.

Since tax clearing constitutes spending largest share of a KCCA clients' time in research and individual consultation in order to enhance performance this has increased stress in KCCA due to work overload. This has constantly put severe pressure on KCCA clients having to meet increasingly higher targets and has led to a number of changes in management, for example, a KCCA employee is meant to work 10 hours a day.

In satisfying the purpose of this study, current theories of motivation were used to explain employee motivation in KCCA such as the need theories which profile motivational need theorists Maslow (1943) and McClelland (1961), employee motivation, equity theories which explain the theories of Adams (1963), based off of prior work by Festinger (1957), employee motivation expectancy theories developed by Vroom (1964), expanded by Hackman & Porter (1968), and further extension of expectancy theory by Porter & Lawler (1968), and task and goal employee motivation theories developed by Herzberg (1959), Locke & Latham (2002) based from prior work of Ryan (1970), Reynolds (2002) derived from Rosenthal & Jacobson (1968), followed by Hackman & Oldham (1968) and concluding with McGregor (1960). Employee motivation in the Kampala City Council Authority can be defined a force that pushes employees to make a particular choice, remain at the job, and put in effort (Simons & Enz, 1995).

The researcher anticipated that if the motivation levels were reduced, this would help the institution to fulfill its mission. It is against this background that the researcher sought to explore the degree of effectiveness of Motivation on employee performance in KCCA.

## **Statement of the Problem**

Organisations wishing to survive in today's competitive world have to put in place mechanisms to copy and manage employee motivation, given its associated

physiological, psychological and behaviour KCCA consequences if not extended to them. Although employees have complained about poor employee motivation and suffered a lot at the hands of their employers since the beginning of mankind and this area has not been systematically researched until the recent years. Failure of KCCA management to give its employees enough motivation leads to several undesirable outcomes such as, reduction of productivity, loss of customers trust, reduced tax collection due to tax avoidance, difficulty in making institution's decisions, high employee turn over, accident proneness and damaged morale among employees engaged illegal activities such as cheating clients, which damages the name of the institution. While there were several contributory factors of poor performance among employees, ineffectiveness of the Kampala City Council Authority to address motivation related contributory factors seem to play a big role, hence there was a need to conduct a study to unearth how Motivation affect the employee performance in Kampala City Council Authority.

### **Purpose of the Study**

The purpose of the study was to determine the degree of effectiveness of Motivation on employee performance in Kampala City Council Authority.

### **Research Objectives**

#### **General objective**

To determine the effectiveness of Motivation on employee performance in Kampala City Council Authority

#### **Specific objective**

The study was guided by the following specific objectives

- i) To determine the profile of respondents in terms of gender, age, marital status, level of education, position in the organization, length of service

- ii) To determine the extent of Motivation among the employees of Kampala City Council Authority
- iii) To determine the level of employee performance in Kampala City Council Authority
- iv) To determine if there is a significant relationship between Motivation and employee performance in KCCA
- v) To recommend strategies that will further enhance employee performance basing on the findings of the study

### **Research Questions**

The research was guided by the following specific objectives

- i) What are the profiles of respondents in terms of gender, age, marital status, level of education, position in the organization, and length of service?
- ii) To what extent is motivation among KCCA employees?
- iii) What is the level of employee performance in KCCA?
- iv) Is there is a significant relationship between Motivation and employee performance in KCCA?
- v) What strategies will further enhance employee performance KCCA basing on the findings of the study?

### **Hypothesis**

The study was guided by the following hypotheses: "There is no significant correlation between Motivation and employee performance in Kampala City Council Authority

### **Scope**

***Geographically:*** the study concentrated at Kampala City Council Authority located in Nakawa in Nakawa Division Kampala city

The respondents in the study included KCCA employees, KCCA customers and members of the trade unions and that were randomly selected to represent the population.



***Theoretical scope:*** The study was guided by Biopsycho social Model of motivation which looked at motivation as involving three components: an external component, an internal component, and the interaction between the external and internal components.

***Content scope:*** In content, the study concentrated on the degree of effectiveness of Motivation on employee performance, in Kampala City Council Authority.

***Time scope:*** the study conducted in a period of four months; the time which data will be gathered from June to September 2011

### **Significance of the Study**

***To Kampala City Council Authority:*** The findings of this research shall be used by administration of Kampala City Council Authority to evaluate the activities of the institution and guide them in formulating and implementing policies which will reduce motivation in work force.

***Policy makers:*** the study will generate new knowledge which will help policy makers in coming up with informed decision in area of motivation management and their subsequent effect on employee performance.

***To future researchers:*** The findings of this research generated new knowledge which will be kept in the institution's library as secondary data and serve as starting point for further research

***To the researcher:*** the study helped in improving the researcher's knowledge in areas of employee performance focusing on motivation. Secondly, it also helped the researcher to fulfill the requirement for the award of the Degree of Degree of Art in Social Work and Social Administration

## **Operational Definitions of Key Terms**

Performance is to the degree of accomplishment of the task that makes up an individual/s job. It indicates how well and individual is fulfilling the job demands and it is measured in terms of results not efforts. Performance means standards or criteria for employee behavior at work. This criterion contains much more than how an employee does the work. Employees are rated on how well they do their jobs compared with a set of standards determined by the employer

There is no simple definition of Employee Performance. As discussed, there are multiple facets to performance and they must be clearly defined in fairness to the employee and the company. Whenever starting a new job, be certain to ask all of the who, what, when, where and why's

Motivation is as a driving force that initiates and directs behavior. It is a kind of internal energy which drives a person to do something in order to achieve something. It is a temporal or dynamic state within a person which is not concerned with his/her personality

Psychometric is the field of study concerned with the theory and technique of psychological measurement, which includes the measurement of knowledge, abilities, attitudes, personality traits, and educational measurement.

Synergy means the interaction or cooperation of two or more organizations, substances, or other agents to produce a combined effect greater than the sum of their separate effects

Psych simply means to understand the motives or behavior of by intuition or psychological means, especially so as to outwit, overcome, or control. Psychology means the scientific study of the human mind and its functions, especially those affecting behavior in a given context. It deals with the mental processes and behavior or emotional and behavioral characteristics of an individual or group.

## **CHAPTER TWO**

### **REVIEW OF RELATED LITERATURE**

#### **Concepts, opinions, ideas from author/experts**

Motivation is as a driving force that initiates and directs behavior. It is a kind of internal energy which drives a person to do something in order to achieve something. It is a temporal or dynamic state within a person which is not concerned with his/her personality

Eustress is that motivation which is deemed healthful or which gives on the feeling of fulfillment. This is a type of positive motivation that keeps an individual vital and excited about life. It is very important in our life, because without it, a person becomes depressed and perhaps feels a lack of meaning in life. Not striving for goals, not overcoming challenges, not having a reason to wake up in the morning would be damaging to some body, so eustress is considered 'good' stress. It keeps some one healthy and happy (Barsade & Gibson, 2007).

Employee performance comprises the actual output or results of an organization as measured against its intended output. Organizational performance encompasses three specific areas of firm outcomes: (a) financial performance (profits, returns on assets, returns on investments, etc); (b) product market performance (sales, market share, etc); and (c) shareholder return (total shareholder return, economic value added, etc (Richard, 2009).

The purpose of performance management is to improve communication about performance between an employee and their supervisor. The performance management system is designed to provide alignment between the organization's mission, constituent needs and performance expectations. The program fosters ongoing two-way communication between employees and managers; supports the development of clear, consistent, and measKCCable goals linked directly to the

organization's core values and competencies; helps to articulate and support training needs and career development; and establishes the criteria for making reward and recognition decisions. (Gupta, 2008)

According to Robbins (2003) effective performance management begins with respect for one another and ends with excellence in performance. It is the responsibility of every supervisor to communicate on an ongoing basis with their employees. These conversations should provide clear and honest role expectations and feedback and should help identify improvement, development, and career issues. Each employee has a responsibility to participate fully in these conversations, be sure they understand their role responsibilities and expectations, and communicate any obstacles or training needed in order to perform their role at an optimum level.

### **Theoretical Perspectives**

In satisfying the purpose of this study, four theories of motivation were used to explain employee motivation in KCCA. Need theories which profile motivational need theorists Maslow (1943) and McClelland (1961), employee motivation equity theories which explain the theories of Adams (1963), based off of prior work by Festinger (1957), employee motivation expectancy theories developed by Vroom (1964), expanded by Hackman & Porter (1968), and further extension of expectancy theory by Porter & Lawler (1968), and task and goal employee motivation theories developed by Herzberg (1959), Locke & Latham (2002) based from prior work of Ryan (1970), Reynolds (2002) derived from Rosenthal & Jacobson (1968), followed by Hackman & Oldham (1968) and concluding with McGregor (1960). Employee motivation in KCCA can be defined a force that pushes employees to make a particular job choice, remain at the job, and put in effort (Simons & Enz, 1995).

For instance, Maslow's hierarchy of needs assumes that people are motivated to satisfy five levels of needs such as physiological, security, belongingness, esteem, and self-actualization. The hierarchical arrangement suggests that the five levels of needs are

arranged in order of increasing importance, starting with physiological needs. According to the theory, when needs at one level are satisfied, they are no longer motivators and the individual "moves up" the hierarchy to satisfy needs at the next level. Maslow's view of motivation provides a logical framework for categorizing needs, but it does not supply a complete picture.

The external component of the Biopsychosocial Model of motivation involves environmental events that precede the recognition of motivation and can elicit a motivation response. As previously mentioned the motivation reaction is elicited by a wide variety of psychosocial stimuli that are either physiologically or emotionally threatening and disrupt the body's homeostasis (Cannon, 1932). We are usually aware of stressors when we feel conflicted, frustrated, or pressured. Most of the common stressors fall within four broad categories: personal, social/familial, work, and the environment. These stressful events have been linked to a variety of psychological physical complaints. Stressors also differ in their duration. Acute stressors are stressors of relatively short duration and are generally not considered to be a health risk because they are limited by time. Chronic stressors are of relatively longer duration and can pose a serious health risk due to their prolonged activation of the body's motivation response.

The internal component of motivation involves a set of neurological and physiological reactions to stress. Selye (1985) defined motivation as "nonspecific" in that the motivation response can result from a variety of different kinds of stressors and he thus focused on the internal aspects of stress. Selye noted that a person who is subjected to prolonged motivation goes through three phases: Alarm Reaction, Stage of Resistance and Exhaustion. He termed this set of responses as the General Adaptation Syndrome (GAS). This general reaction to motivation is viewed as a set of reactions that mobilize the organism's resources to deal with an impending threat. (Dienstbier, 1989)

The Alarm Reaction is equivalent to the fight-or-flight response and includes the various neurological and physiological responses when confronted with a stressor. When a

threat is perceived the hypothalamus signals both the sympathetic nervous system and the pituitary. The sympathetic nervous system stimulates the adrenal glands. The adrenal glands release corticosteroids to increase metabolism which provides immediate energy. The pituitary gland releases adrenocorticotrophic hormone (ACTH) which also affects the adrenal glands. The adrenal glands then release epinephrine and nor epinephrine which prolongs the fight-or-flight response. The Stage of Resistance is a continued state of arousal. If the stressful situation is prolonged, the high level of hormones during the resistance phase may upset homeostasis and harm internal organs leaving the organism vulnerable to disease. The Exhaustion stage occurs after prolonged resistance. During this stage, the body's energy reserves are finally exhausted and breakdown occurs. Selye has noted that, in humans, many of the diseases precipitated or caused by motivation occur in the resistance stage and he refers to these as "diseases of adaptation." However, it can sometimes lead to disease especially when the state of motivation is prolonged or intense. (Mandler, 1982)

The third component of the biopsychosocial model of motivation is the interaction between the external and internal components, involving the individual's cognitive processes. Lazarus and colleagues (1984; 1978) have proposed a cognitive theory of motivation which addresses this interaction. They refer to this interaction as a transaction, taking into account the ongoing relationship between the individual and the environment. This theory places the emphasis on the meaning that an event has for the individual and not on the physiological responses. Lazarus et al. believe that one's view of a situation determines whether an event is experienced as stressful or not, making motivation the consequence of appraisal and not the antecedent of stress. According to this theory, the way an individual appraises an event plays a fundamental role in determining, not only the magnitude of the motivation response, but also the kind of coping strategies that the individual may employ in efforts to deal with the stress.

## **Related Studies**

There are a numbers of definitions of motivation as well as number of events that can lead to the experience of performance. People say they are stressed when they take an examination, when having to deal with a frustrating work situation. Stressful situations can be viewed as harmful, as threatening, or as challenging. With so many factors that can contribute to motivation it can be difficult to define the concept of "stress". Selye (1982) points out that few people define the concept of motivation in the same way or even bother to attempt a clear-cut definition.

According to Selye, an important aspect of motivation is that a wide variety of dissimilar situations are capable of producing the motivation response such as fatigue, effort, pain, fear, and even success. This has led to several definitions of stress, each of which highlights different aspects of stress.

## **Level of motivation among KCCA employees**

According to Aswanthappa (2008) stressors originate at the individual, group, organization and extra-organizational levels. Individual level we have personality, role overload, role conflict, role ambiguity and task characteristics. At group level, motivation emanates from managerial behavior, lack of cohesiveness, intra-group conflict, status incongruence, sexual harassment and workplace violence. At organizational level there is climate, management style, organizational design and organizational life cycle. And lastly, under extra-organizational level we have family, economy, lack of mobility and quality of life.

Byars and Rue (1991), suggested the following as the common sources of job related stress: - job mismatch, conflicting expectations, role ambiguity, role overload, fear/responsibility, working conditions, working relationships and alienation.

Irregular payment systems used by organizations, lack of fringe benefits, meager salaries received by employees among others are the major causes of Motivation in

many organizations (Imatiz and Ahmed, 2009). Once there is inequality in the remuneration system of the organization employees always suffer from work related stress.

According to North craft and Neale (1990), conflict is one of the sources of motivation in life. He asserts that can be seen in one of the two families; motivation from uncertainty or motivation from lack of control. He goes a head to explain that sources of motivation can be seen in the following angles: Intrinsic to the job, role in the organization, career development, relations within the organization, being in the organization and organization interface with the outside as explained below:

Individual; under individual stressor we look at things like personality, tolerance for ambiguity, ability to cope with change, and motivation

Intrinsic to the job; the covers areas like too much or too little work, poor physical working conditions, time pressure among others.

Role in the organization; this category covers issues like role conflict and role ambiguity, responsibility for people, lack of participation and involvement in the decision making particularly those which affects an employee him/herself

Career development; Issues like over promotion, under promotion, lack of job security and thwarted ambition among others they cause motivation within this category

Relationship within the organization; under this category motivation emanates from things like poor relations with bosses, colleagues and subordinates, difficulty in delegating responsibilities among others

Being in the organization; here we look at things like lack of effective consultation with in the organization, restriction on behaviors, and office politics among others

Organization interface with the outside like company demands versus family demands, company interests versus own interests among others.



## **Effects of motivation on employees**

Robbins (1998) summarized the effects of motivation into three general categories that is: physiological, psychological and behavioral effects.

**Physiological effects;** here motivation creates changes in metabolism, increase heart and breathing rates, increases blood pressure, bring headaches, and heart attacks.

**Psychological effects;** motivation can cause job-related dissatisfaction. And job dissatisfaction is the simplest and most obvious psychological effects. Motivation manifests itself in psychological states like tension, anxiety, irritability, boredom, and procrastination.

**Behavioral effects;** include change in productivity, absence and turnover as well as changes in eating habits, increased smoking or consumption of alcohol, rapid speech, fidgeting, and sleep disorders.

This is not very far from the research advanced by Byars and Rue (1991) who said that excessive motivation can result in both physical and emotional problems. Unmotivated employee faces a lot of challenges related to disorders which include poor time management, laziness at work and less coordinated. From the psychological perspective, prolonged unmotivation can adversely affect personal factors such as concentration, thoughtfulness and the ability to relate to others. And this is in agreement with what Robbins (1998) said. Motivation affects employee's psychological thinking and lastly affects employee's self-esteem

Not all individuals experience motivation with the same intensity. Some people over-react to stressors and get highly stressed. Others have stamina, endurance and composure to cope with any stressor. According to Aswanthappa (2008), the way individuals experience motivation depend on: (i) the person's perception of the situation, (ii) the person's past experience, (iii) the presence or absence of social support, and (iv) individual differences with regard to motivation reaction.

Imtiaz and Ahmed (2009) Motivation greatly affect career change, job satisfaction and leads to error in treatment and knowledge of medical practioners.

### **Strategies, recommendations and copying mechanism of work stress**

Individual employees, managers, and those in charge of Social Work and Social Administration function should increase their awareness of stressors operating in the work organization in order to devise plans to cope with stressors and to reduce the motivation impacting upon people. Managers must recognize, however, that not all plans and programs will be successful with all employees because of differences in their physical, mental and emotional makeup. (Beach, 1985). Basing on the above background, the following are some of the copying mechanisms organizations should adopt when managing motivation at work place:

**Improving environmental hygiene;** Work place environment should be the first thing or place management should concentrate on if they wished to start any program intended to reduce workplace stress. It includes actions such as noise abatement in factory and offices, provision for adequate rest periods, temperature control, and elimination of exposure to toxic chemicals and fumes.

**Minimizing unpredictability and ambiguity;** here, freedom from fear of layoff or arbitrary and capricious discharge is important to employees. Good quality and stable supervision is essential for providing a feeling of well being for the employee. People feel better satisfied in organizations where the supervision is supportive and management establishes an atmosphere of approval.

**Job design;** appropriate job design is also another element which can contribute to motivation reduction. Vital job loading meaningful tasks, client relationships, and direct feedback of information on job performance are features of enriched and satisfactory job. This is because employees want reasonable autonomy and control of their activities. Job enrichment and participation in decision making in their departments

through group discussions with their supervisors are some of the ways employee satisfaction can be achieved. (Gupta, 2008).

**Provision of educational and information program;** management need to subsidize the formal organization wide motivation reduction program with the provision of education and information to employees to help them reduce their own stress. This helps employees to learn how to relax, engage in regular physical exercises, and take training in transcendental mediation.

Aswanthappa (2008) categorized the motivation reduction strategies into two: individual and organizational strategies. In individual strategy, we need to first identify the causes of motivation and how these causes affect us psychologically, physiologically and organizationally. The individual strategies to cope with motivation include muscle relaxation, biofeedback, meditation, cognitive restructuring and time management.

**Muscle relaxation;** this involves slow and deep breathing, a conscious effort to relieve muscle tension and an altered state of unconsciousness. This technique is inexpensive and may require a trained professional to implement initially.

**Biofeedback;** a biofeedback machine is used to train people to detect and control motivation related symptoms such as tense muscles and increased blood pressure. The machine translates unconsciously bodily signs into a recognizable cue. Muscle relaxation and meditative techniques are then used to alleviate the underlying stress.

**Meditation;** several meditation techniques are used with positive results and a majority of them are derivatives of eastern philosophies. Transcendental medication technique is the widely practiced everywhere and when used for 20minutes twice daily helps reduce motivation significantly

**Cognitive restructuring;** it involves two steps; first irrational or maladaptive thought processes that create motivation are identified. The second step is replacing these irrational thoughts with more rational and reasonable ones. Cognitive restructuring

would alleviate motivation by encouraging a person to adopt a more reasonable belief about the outcomes associated with the event.

**Time management;** due to the fact that most of us are poor in time management, it results in feelings of work overload, skipped schedules and attendant tension. The major causes of motivation come from time pressures. If a one can manage time effectively, he/she can accomplish twice as much as the person who is poorly organized.

Organizational strategies; here organization need to develop and implement stress-reduction strategies. These programmes focus on specific issues or problems, such as alcohol or drug abuse, career counseling, job allocation, or burnout. Some of these programmes target a specific group of employees within the organization. Organizational coping strategies help reduce the harmful effects of motivation in three ways: (i) identify and then modify or eliminate work stressors, (ii) help employee modify their perception and understanding of work stress, and (iii) help employees cope more effectively with the consequences of motivation (Aswanthappa, 2008)

### **Level of employee performance**

Performance comprises the actual output or results of an organization as measured against its intended output (or goals and objectives). According to Richard (2009), organizational performance encompasses three specific areas of firm outcomes: (a) financial performance (profits, returns on assets, returns on investments, etc); (b) product market performance (sales, market share, etc); and (c) shareholder return (total shareholder return, economic value added, etc).

Today, employee performances an issue of concern in many fields including strategic planners, operations, finance, legal, and organizational development. Many organizations have attempted to manage employee performance using the balanced scorecard method whereby individual employee performance is tracked and measured

in multiple dimensions such as: financial performance (e.g. shareholder return), customer service, social responsibility (e.g. corporate citizenship, community outreach) and employee stewardship.

Key Performance Indicators (KPI) also known as Key Success Indicators (KSI), helps an organization define and measure progress towards organizational goals. Once an organization has analyzed its mission, identified all its shareholders, and defined its goals, it needs a way to measure progress toward those goals.

Performance indicators differ from business drivers and aims/goals. A school might consider the failure rate of its students as a KPI which might help the school understand its position in the educational community, whereas a business might consider the percentage of income from return customers as a potential KPI. But it is necessary to an organization to at least identify its KPIs. The key environment for identifying the KPIs according to Fitz-Gibbon, (1990) are: having a pre-defined business process, requirement for business processes, having a quantitative measurement of the results and comparison with set goals, and investigating variances and tweaking processes or resources to achieve short-term goals.

KPIs follow a SMART criteria; it measures a Specific purpose for the business, it is Measurable to really get value of the KPI, the defined norms have to be achievable, the KPI has to be Relevant to measure (and thereby to manage) and it must be Time phased, which means the value or outcomes are shown for a predefined and relevant period.

The Performance indicators gives managers an "operator's manual" for their people by giving them an objective inside look at the behaviors and motives of individual employees so they can get the very best from them and other members of their team who will be working together. A good example of performance indicators among others include things like productivity, quality of work, initiative, team work, problem solving, response to work related stress, frustration and conflicts, adoption to change and employee performance development.

## **Relationship between Motivation and employee performance**

Although much of the research on the relationship between motivation and functioning focuses on the negative performance effects of stress, not all motivation is bad. In fact, Selye (1956) emphasizes that motivation is a necessary part of life and that it does not always involve negative consequences for the organism involved. At certain moderate levels, motivation can actually improve individual performance. There is substantial research supporting the concept of "good stress." Yerkes and Dodson (1908) were the first to "stumble" upon the inverted-U relationship between motivation and performance. Their work focused on the effects of motivation on the learning response of rats. Using three trials with low, moderate, and high levels of stimulus, the authors find a weak but curvilinear relationship, with performance on the task improving as the stressor stimulus reached a moderate level and decreasing as stimulus strength increased beyond this point.

Research since Yerkes and Dodson has supported the inverted-U relationship between motivation and performance. Scott (1966) finds that individual performance increases with motivation and resulting arousal to an optimal point and then decreases as motivation and stimulation increase beyond this optimum. Furthermore, Srivastava and Krishna (1991) find evidence that an inverted-U relationship does exist for job performance in the industrial context. Selye (1975) and McGrath (1976) also suggest an inverted-U relationship between motivation and performance. Finally, research on arousal theory supports the inverted-U hypothesis, assuming that external stressors produce a motivation response that is similar physiologically to arousal. Sanders (1983) and Gaillard and Steyvers (1989) find that performance is optimal when arousal is at moderate levels. When arousal is either too high or too low, performance declines.

There are many critics of the inverted-U hypo research report who argue that the relationship between motivation and performance does not have a U-shape. One alternative model is a negative linear relationship. For example, Jamal (1985) argues

that motivation at any level reduces task performance by draining an individual's energy, concentration, and time. Vroom (1964) offers a similar explanation, suggesting that physiological responses caused by stressors impair performance. Some psychologists even suggest a linear positive relationship between motivation and performance. For example, Meglino (1977) argues that at low levels of stress, challenge is absent and performance is poor. Optimal performance in his model comes at the highest level of stress. There have been some studies in support of this hypothesis, including Arsenault and Dolan (1983) and Hatton et al. (1995). Despite the empirical evidence supporting these alternative theories, the inverted-U hypo research report is still the most intuitively appealing and the most used explanation for how motivation and performance are related (Muse, Harris, and Field, 2003).

Aswanthappa (2008) asserts that motivation negatively relates to performance. That is the higher the stress, the lower the performance. In the past it was believed that moderate levels of motivation would energize employee and enhance their performance, however, this believe is not held to be true now. Performance will be disrupted even by relatively low levels of motivation one these grounds:

First, even relatively mild motivation distracts an employee because individual experiencing motivation tends to focus on the unpleasant feelings and emotions rather than on the task at hand and as a result their performance suffers.

Second, prolonged or repeated exposure to mild levels of motivation may have harmful effect on health and this may interfere with the effective performance.

Finally, research indicates that as arousal increases task performance may first rise, but at some point begins to fall. The precise location of this inflection point (the point at which the direction of the function reverses) seem to depend up on the complexity of the task being performed; the greater the complexity the lower the levels of arousal at which a downturn in performance occurs.

However, there are exceptions of the general rule that interferes with performance. Some individuals are at their best in times of stress. They arise to the occasion and turn in exceptional performance at times. This may arise from the fact that they are truly experts in the task being performed, making their inflection point very high. Exceptionally skilled people may cognitively appraise a potentially stressful situation as a challenge rather than a threat.

In regard of the above discussion, we can conclude that whether motivation can disrupt or enhance performance, it depends on several different factors, such as complexity of the task being performed, personal characteristics of the individuals involved and their previous experience with the task.



## CHAPTER THREE

### METHODOLOGY

#### Research Design

The study took a quantitative approach or paradigm in that based on variables measured with numbers and analyzed with statistical procedures (Creswell, 2003). The research design was descriptive co relational in that it was interested in relating Motivation and employee performance.

#### Research Population

The study focused on KCCA employees, KCCA clients, members of the trade unions, KCCA economic experts, and the KCCA administrators, KCCA employees. These respondents comprised a total population of over 310 respondents.

#### Sample Size

From the total population of 310 respondents, the sample size was 175 employees. The sample size was determined using the Sloven's formula; which states as follow:

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

Where **n** is the sample size, **N** stands for population and **a<sup>2</sup>** is 0.05 level of significance

The sample size was selected from the following categories. Table 1 shows the distribution of population and sample size.

**Table 1: Categories of respondents**

Category	Target Population	Sample size
KCCA clients	205	133
KCCA employees	13	5
Members of trade unions	30	12
Economic experts	17	8
KCCA employees	35	15
Total	5	2.5
<b>Total</b>	<b>310</b>	<b>175</b>

*Source: Payroll, January 2014*

### **Sampling Procedure**

The study was conducted using stratified sampling to reduce costs and the time of doing research and to increase the degree of performance in KCCA. The researcher set a selection criterion, where respondents were selected basing on their position/kind of job they do. A list of academic and administrative employees was obtained from the Social Work and Social Administration Directorate categorized in their respective departments to act as the sample. Strata were made according to employee's level of operation in the institution. There after a sample was obtained from each of the strata using convenient sampling

### **Research Instrument**

Researcher made Questionnaires and distributed them to selected respondents in order to avoid subjectivity from researcher and this allowed respondents to feel free while responding. The researcher explained and clarified to respondents in areas where they needed more clarity. The questionnaire consisted mainly three sections. Section one was respondent's profile, section two was on the extent of Motivation among KCCA employees, section three was on level of employee performance. All questions in the questionnaire were close ended and used four scales 1, 2, 3, and 4: where 1 = strongly

agree, 2 = agree, 3 = disagree and 4 = strongly disagree. Respondents were required to rate each item by writing the right number/figure in the space provided before the each question.

### **Validity and Reliability of the Instrument**

To ensure the validity and reliability of the instrument, the researcher employed the expert judgment method. After constructing the questionnaire, the researcher contacted experts in the study area to go through it to ensure that it measured what it was designed to measure and necessary adjustments were made after consultation and this ensured that the instrument was clear, relevant, specific and logically arranged. Secondly, a pre-test was conducted in order to test and improve on the reliability of the questionnaire. Secondly, a content validity index (CVI) of 0.99 was obtained using the formula:

$$\text{CVI} = \frac{\text{The number of relevant questions}}{\text{The total number of questions}}$$

Calculations are indicated in the appendix (IV). CVI which was greater than 0.70 thereby declaring the instrument valid. Reliability of the instrument was tested using the cronbach's coefficient alpha ( $\alpha$ ) and the results obtained  $\alpha = 0.75$  (SPSS results) which was greater than 0.70 indicating that the instrument was highly reliable.

### **Data Gathering Procedures**

#### *Before data gathering*

Upon accomplishment of defending and acceptance of the research proposal, the researcher obtained an introductory letter from the School of Postgraduate Studies and Research and Evaluation of KCCA, seeking for permission from the directorate of Social Work and Social Administration of KCCA to allow her access employee to participate in the study.

### *During data gathering*

Due to the nature of work and busy schedule of some prospected respondents, the researcher through the members of trade unions scheduled appointment for such respondents. The researcher was available to give necessary explanation on some question where need was. Then the researcher carried out a pilot study before the actual research to check feasibility of the research instrument, in order to make necessary improvement and adjustments in the tool and to avoid time wastage. The researcher also made use of secondary data by reviewing available relevant text books, journal articles, periodicals, manuals dissertations, publications and visiting KCCA websites.

### *After data gathering*

After two weeks, primary data was collected through questionnaires which respondents returned back to the researcher to start analyze the data. Completed (SAQs) were coded, edited, categorized and entered into a computer for the Statistical Package for Social Scientists (SPSS) for data processing and analysis.

## **Data Analysis**

Data on completed (SAQs) was edited, categorized and entered into a computer for the Statistical Package for Social Scientists (SPSS) which summarized them using frequency and percentage to analyze data on respondent's profile. Means were used to analyze data on the extent of Motivation and level of employee performance. Pearson's Linear Correlation Coefficient (PLCC) was used to establish whether there exists a significant relationship between Motivation and employee performance. The 0.05 level of significance was used to determine the strength of the relationship between independent and dependent variables.

The following mean range were used to arrive at the mean of the individual indicators and interpretation

**Table 2: Interpretation of the mean range**

Mean range	Response mode	Level of motivation
3.26 – 4.00	Strongly Agree	Very high
2.51 – 3.25	Agree	High
1.76 – 2.50	Disagree	Low
1.00 – 1.75	Strongly Disagree	Very low

### **Ethical Considerations**

To ensure that ethics was practiced in this study as well as utmost confidentiality for respondents and the data provided by them, the following was done: (a) all questionnaires were coded; (b) the respondent were requested to sign the informed consent; (c) authors quoted in the study were acknowledged within the text through citation and referencing; (d) findings were presented in a generalized manner.

### **Limitations of the Study**

The anticipated threats to the validity in this study were as follows:

**Intervening or confounding or extraneous variables:** There was a very big threat on some respondents with personal biases and dishonesty. To minimize this threat, the researcher requested respondents to avoid being subjective while answering the questionnaires.

**Testing:** There was a likelihood of research assistants being inconsistency in terms of the day and time of questionnaire administration. There was thorough briefing and orienting the research assistants in order to address this threat

**Instrumentation:** The data collection instrument was not standardized and this problem was solved through testing it for validity and reliability.

**Attrition:** There was a likelihood of some respondents of not returning back the questionnaires and this was to affect the researcher in meeting the minimum sample size. To solve this threat, the researcher gave out more questionnaire exceeding the minimum sample size

## CHAPTER FOUR

### DATA PRESENTATION, ANALYSIS AND INTERPRETATION

#### Profile of respondents

In this study, the researcher described respondents profile in terms of gender, age, marital status, level of education, position in the organization, and length of service. Respondents were asked to state their characteristics for purposes of classifying and comparing them thus. The study employed a closed ended questionnaire to categorize respondent's profiles and their responses were analyzed using frequencies and percentage distributions as shown in the following table.

**Table 3: Respondent's profile**

**(n=175)**

Profile	Frequency	Percent (%)
<b>Gender</b>		
Male	107	60.9
Female	68	39.1
<b>Total</b>	<b>175</b>	<b>100.0</b>
<b>Age</b>		
Below 25	27	15.2
26 – 39	131	75.0
40 – 54	17	9.8
<b>Total</b>	<b>175</b>	<b>100.0</b>
<b>Marital Status</b>		
Single	89	51.1
Married	81	46.2
Divorced	3	1.6
Widowed	2	1.1
<b>Total</b>	<b>175</b>	<b>100.0</b>
<b>Highest level of education</b>		

PhD	1	0.5
Master's Degree	46	26.1
Degree	109	62.5
Diploma	19	10.9
<b>Total</b>	<b>175</b>	<b>100.0</b>
<b>Position</b>		
KCCA administrators	11	6.5
KCCA employees	13	7.6
KCCA clients	127	72.3
Economic experts	7	3.8
Members of trade unions	12	7.1
Others	5	2.7
<b>Total</b>	<b>175</b>	<b>100.0</b>
<b>Working experience</b>		
Below 3 years	82	46.7
4 - 7 years	73	41.8
8 years & above	20	11.4
<b>Total</b>	<b>175</b>	<b>100.0</b>

*Source: Primary data, 2014*

The results in table 3 show that male were the majority respondents as represented by 107 (or 60.9%) and female were the minority 68 (or 39.2%). The findings revealed that there is some gender imbalance in the Institution.

In regard to respondents' age, 131 (or 75.0%) respondents were in the age bracket of 26-39, 27 (or 15.2) in the age bracket of 25 and below, 17 (or 9.8%) in the age bracket of 40-54. The study therefore indicate that majority of the institution's employees are youth

In line with marital status, 89 (or 51.1%) respondents were single, 81 (or 46.2%) were married, 3 (or 1.6) were divorced and 2 (or 1.1) were widowed. Therefore it is right to

deduce that majority of the respondents are single with little marital related motivation which consequently lead to Motivation if not well handled.

Concerning the level of education, respondents with Degree's were the majority that is 109 (or 62.53%), followed by Master's Degree holders 46 (or 26.1%), 19 (or 10.9%) were Diploma holders and 1 (or 0.5%) was PhD holder. These results indicate that majority of institution employees are educated as revealed by respondents holding a Degree's degree being the majority.

Regarding the Position held by respondents, KCCA clients dominated the sample with 127 (or 72.3%), followed by KCCA employees 13 (or 7.6%), KCCA administrators with 12 (or 7.1%), followed by economic experts with 11 (or 6.5%), members of trade union were 7 (or 3.8) and lastly other were 5 (or 2.7%) respondents from other disciplines.

Lastly in regard to experience 82 (or 46.7%) respondents had served for a period of 3 years and below, 73 (or 41.8%) had served for a period of 4 – 7 years, 20 (or 11.4%) had worked for a period of 8 years and above. This indicates that all respondents had Knowledge and experience about the study since majority served the organization for relatively long period of time.

### **Extent of employee Motivation in KCCA**

The second objective was set to determine the extent of motivation among KCCA employees. In this study, Motivation was measured using 20 qualitative questions in which respondents were required to indicate the extent to which they agree or disagree with each statement by indicating the number that best describe their perceptions. All the twenty items on Motivation were likert scaled using four points ranging between 1= Strongly Disagree, 2= Disagree, 3= Agree and 4= Strongly Agree. Their responses were analyzed and described using Means as summarized in table 3 below



**Table 4: Extent of employee Motivation in Kampala City Council Authority  
(n=175)**

<b>Stress</b>	<b>Mean</b>	<b>Interpretation</b>	<b>Rank</b>
Irregular payment system	3.43	Very High	1
Uncomfortable with the salary received	3.37	Very High	2
Hardly receive fringe benefits	3.30	Very High	3
Abrupt changes in institution policies and programs	3.15	High	4
Absence of Vacation	3.07	High	5
Time pressure	3.05	High	6
Unfair appraisal by quality assKCCAnce	2.82	High	7
Lack of participation in decision making	2.47	Low	8
Supervisor focus only on negative side	2.25	Low	9
Work environment	2.22	Low	10
Uncooperative colleagues	2.20	Low	11
Inflexible working hours	2.18	Low	12
Unclear work due to inadequate orientation	2.18	Low	13
Afraid of quality assKCCAnce monitors	2.15	Low	14
Unrealistic and unachievable goals	2.09	Low	15
Face communication problem at workplace	2.07	Low	16
Do not properly understand responsibilities/functions	1.96	Low	17
No help/support from supervisors	1.80	Low	18
Noisy and stinky work environment	1.78	Low	19
Superiors demand for sexual favors for promotion and work approval	1.30	Very low	20
<b>Average mean</b>	<b>2.44</b>	<b>Low</b>	

**Source:** Primary data, 2014

Table 4 reveals that Motivation among employees in KCCA does not exist looking at different levels as explained in the table 4 above. For instance the findings portray three major factors with the highest (very high) level of stressors that is; irregular payment system, absence of fringe benefits and employees being uncomfortable with the salary

they receive at (mean=3.43, 3.37 and 3.30 respectively); and all these are equivalent to Strongly Agree on the rating scale used in the data gathering instrument. The major reason to why these three variables were very high is that they constitute to the satisfaction of the basic needs of an individual. If any employees fail to get their salary in time, the landlord will chase them from the house, secondly if that salary is small enough to the extent that it can not cater for basic necessities for the individual and family at large, such employees end up being stressed.

The other component of the absence of fringe benefits also need to be explored; the findings revealed that salaries employees got meager salaries, and worse that salary come late; but if there were some benefits accompanying that small salary like transport facilities, accommodation, medical insurance, canteen services, among others, these would reduce the motivation levels. However, the absence of such benefits accelerated the motivation levels among KCCA employees. On the other side, the findings revealed Superiors demand for sexual favors for promotion and work approval as being the lowest (very low) level stressor at (mean=1.30) which is equivalent to strongly disagree on the rating scale used. This means that there is level of professionalism in the institution may be because KCCA is a tax collecting institution where a course like professional ethics are taught. Other issues like noisy work environment scored low in as far as stressing employees is concerned this is because the KCCA is an academic environment where maximum silence is always observed and therefore noisy can not be among the issues which can motivation employees. And lastly issues like lack of support from superior also rated low because of the team work (team teaching) practiced in most departments and secondly the culture introduced with in the institution of experienced and senior employees mentoring the junior and inexperienced employees.

## The level of employee performance in KCCA

The third study objective was to determine the level of employee performance in KCCA. The level of employee performance in KCCA was measured using 24 in which respondents were requested to indicate the extent to which they agree or disagree with the statement by writing the number that best describes their perception. Each of the items in the questionnaire was rated with the aid of four response mode subjects ranging between one to four; where 1= Strongly Disagree, 2= Disagree, 3= Agree, 4= Strongly Agree. Their responses were described using means as summarized in table 5.

**Table 5: Level of employee performance in Kampala City Council Authority**

**(n=175)**

Performance	Mean	Interpretation	Rank
Follow job description in executing duties	3.48	Very High	1
Devote time to prepare and attend at work	3.43	Very High	2
Set clear work objectives	3.36	Very High	3
Finish work in time	3.34	Very High	4
Set time table basing on objectives	3.34	Very High	5
Participation in department meeting	3.34	Very High	6
Adequate planning for work	3.33	Very High	7
Guide and counsel peers and juniors	3.24	High	8
Safeguard institution properties	3.22	High	9
Meet deadline for work	3.17	High	10
Use suitable/appropriate work methods and materials	3.17	High	11
Carryout research for personal updates	3.16	High	12
Efficient utilization of institution resources	3.14	High	13
Minimum wastage of resources	2.98	High	14
Performance improvement base on clients assessment	2.92	High	15
Carry out research on behalf of the institution	2.80	High	16
Participation in community projects	2.70	High	17

Feel like an institution's family member	2.65	High	18
Performance improvement base on HOD assessment	2.60	High	19
Devote time to seminar presentation	2.52	High	20
Feel institution problems are mine	2.52	High	21
Performance improvement base on peer assessment	2.45	Low	22
Ready to stay in the institution for life	2.23	Low	23
Reluctant to leave institution despite financial crisis	2.14	Low	24
<b>Average mean</b>	<b>2.967</b>	<b>High</b>	

*Source: Primary data, 2014*

The results in table 5 reveal that there different levels of employee performance in KCCA . The results depicts seven indicators of highest (very high) level of performance and these are: follow job description in executing duties, devote time to prepare and attend at work, setting clear work objectives, cover syllabus in time, set exam basing class coverage, adequate planning for work, participation in department meeting (mean=3.48, 3.43, 3.36, 3.34, 3.34, 3.34 and 3.33 respectively) which are all equivalent to strongly agree on the response mode. When employee understand and follow job description while executing their duties that they do what they are supposed to do at the right time in the right place, in doing so, excellent and exceptional performance will be guaranteed. Preparations for work give some body confidence while performing work and better results/performance will be seen.

This goes hand in hand with how smart you set your objectives. Employees during preparation set specific, measKCCAbale, achievable, realistic and time bound objective. This is done well during the planning phase. Participation in departmental meeting creates a sense of team work a bond among employee's members. Meetings help members to get involved and participate in the formulation of the departmental goals and objectives which help them own such goals. With team work members can help one another in case of any problem (work or social problem), consequently leading to high performance. On the other hand however, the findings revealed three areas which led to low levels of performance that is performance improvement base on peer

assessment, staying in the institution for life, reluctant to leave institution despite financial crisis with (mean=2.45, 2.23 and 2.14 respectively) which are all equivalent to disagree on the response mode. Due to competition among employees in fight for promotion, pay increment and other related issues, it is very difficult for peers to rate one another objectively. Still during the interaction with some respondents it was revealed that there is a practice of divide and rule used by to management, therefore due to the fight for favors from top management, there will not be fair assessment amongst peers. Secondly, aspects on employee's retention did not score well. It poor score is related to the poor remuneration sighted in previous objective were the findings revealed that the institution had an irregular payment system, absence of fringe benefits and employees being uncomfortable with the salary they receive. This greatly affects the morale of employees hence leading to labor turnover.

### **The relationship between Motivation and employee performance in KCCA**

The fourth objective of this study was to determine if there is a significant relationship between Motivation and employee performance in KCCA , for which it was hypothesized that "there is no significant relationship between Motivation and employee performance in Kampala City Council Authority" To test this null hypothesis, and to get an overall picture of the relationship, the researcher combined all the mean perceptions computed in table 3 and 4 above, and two mean indices were computed and generated (Motivation and employee performance) after which the two indices were correlated using the Pearson's linear correlation coefficient(PLCC, or r). Results of this test are indicated in table 5 below.

**Table 6: Correlation between motivation and performance; Pearson's correlation**

(N = 44)

Variables correlated	R-Value	Sig.	Std Deviation	Interpretation	Decision on Ho
Motivation Vs Employee performance	.894	0.000	.43857	Positive and significant	Rejected

**Source:** Primary data, 2014

Table 6 shows that Motivation and employee performance are positively correlated ( $r = 0.894$ ). The sig. value indicate that there is positive and significant correlation (sig. =  $0.000 > 0.05$ ), leading to a conclusion that Motivation significantly influence employee performance in KCCA at a 5% level of significance.

Therefore the null hypotheses research report which states that “there is no significant relationship between Motivation and employee performance in KCCA” is rejected. The findings this study are not very far from the study conducted by Imtiaz and Ahmed (2009) on the impact of motivation on employee productivity, performance and turnover in medical organizations (medical officers and house officers). Their findings showed a negative relationship between Motivation and employee performance. The study went a head to reveal that Motivation greatly affected career change over, job satisfaction, error in treatment and knowledge.

### **Further explanation**

Research performed by Lynn (2003) states a common fallacy that judging the amount of gratuity a server receives is commonly believed to be a representation of their service level. Lynn (2003) was able to prove that this is not the case. Studies conducted by Lynn (2003, 2001) state that many institutional managers rely on tips as a motivator, an incentive to provide good service. However, the servers themselves do not correlate this relationship (Lynn, 2003). Motivators for tipped employees may have more of a relationship with their immediate supervisor or manager (Lynn, 2003, 2001). Weaver (1988) states that employees in the institution are better in tune with their motivation needs than management and perceive motivation programs as ‘hot air’.

In response to those feelings, Weaver (1988) developed Theory M as a potential motivator for employees. The main postulate of this theory is to make employees feel that they are being paid what they are worth (Weaver, 1988). According to Weaver (1988), he argues that raising minimum wage will not produce the same effect as the

incentive because it is not the same as being paid for what you are worth. Weaver (1988) argues that if all tipped employees' wages were tied to their output, the industry may be able to solve its motivation problems. There has been many definitions for organizational commitment beginning with Becker (1960) describing the concept of commitment as, "consistent lines of activity." For the purpose of this thesis, organizational commitment is defined as "the relative strength of an individual's identification with and involvement in a particular organization," (Mowday, Steers, & Porter, 1979).

Organization commitment has received much attention in social science literature and has been studied in the hospitality literature with various approaches and theories. This study approaches existing theories of organizational commitment divided into four categories: organization commitment defined by Mowday, Steers, & Porter (1979), based off of the prior work of Becker (1960), the development of side-bet theory from Meyer & Allen (1984), social relationships and organizational commitment by Madsen, Miller, & John (2005), and various applications in the hospitality industry.

In reviewing the existing body of motivational and organizational commitment literature there is a paucity of information concerning motivation needs and organizational commitment needs of hourly and tipped employees. Clearly research focusing on hourly employees is rather sparse as most studies concentrate on full time employees (Milman & Ricci, 2004) and information on organizational commitment in the hospitality industry is limited to the work conducted by Dickson, Ford, and Upchurch (2005). However there was one study conducted on the restaKCCAnt industry that did relate to the comparison of tipped versus non-tipped restaKCCAnt employees. Enz (2004) notes that the pay inequity between tipped and non-tipped restaKCCAnt employees is a source of tension and should be investigated by the industry. To date, very few industry specific research projects have been conducted on the topic of employee motivation and commitment to the organization with an expressed purpose of improving work conditions or climate.

Employee motivation in KCCA is vital to the future success of the institution because if recognized correctly, managers can avoid the high costs associated with turnover (Dermody, Young, & Taylor, 2004). While competition is steady with other industries to attract and retain workers to meet the demand of consumers and the management of KCCA needs to gain a better understanding of what motivates their workers in order to prevent the high costs associated with turnover; managers must attempt to understand what motivates their employees (Dermody, Young, & Taylor, 2004). Enz (2001) suggests that the number one problem in the institution is the care and motivation of human capital. Unfortunately, service industry jobs are generally high stress and low pay; these are facts that work against employee motivation (Stamper & Van Dyne, 2003). However, motivation must come from within the individual (Zacarelli, 1985; Simons & Enz, 1995; Nicholson, 2003).



## **CHAPTER FIVE**

### **FINDINGS, CONCLUSIONS AND RECOMMENDATION**

#### **Findings**

The study on Motivation and employee performance in KCCA main campus, Kampala – Uganda was guided by five specific research objectives and these were: (i) to determine the respondents profile in terms of gender, age, marital status, level of education, position in the organization and the length of service, (ii) to determine the extent of Motivation among KCCA employees, (iii) to determine the level of employee performance in KCCA , (iv) to determine if there is a significant relationship between Motivation and employee performance in KCCA and lastly (v) to recommend strategies that will further enhance employee performance basing on the findings of the study

Data analysis using SPSS's descriptive statistics showing frequencies and percentages on respondents profile, showed that majority of the respondents were male, respondents in the age bracket of 26 – 39 years were the majority in the study, more were single; and holders of Degree's degree and above, KCCA clients dominated the study compared to the rest of the respondents and the biggest percentage of the employees had experience of more than three years.

Data analysis using SPSS's descriptive statistics showing means revealed that the level of Motivation in KCCA stands at mean  $\approx 2$  (low level). In general the level of motivation ranges from moderate to low. On the other hand, the mean revealed that the level of employee performance stands at a mean  $\approx 3$  (high level).

In regard to analysis of the relationship between study variables, the findings from the Pearson linear correlation coefficient (PLCC) show a positive and significant relationship between Motivation and employee performance at ( $r = 0.894$ ,  $\text{sig.} = 0.000$ ).

## **Conclusion**

In this subsection, the researcher makes conclusion of the study findings in relation to the specific study objectives set in chapter one

Regarding the extent of Motivation among KCCA employees the study concluded Motivation existed among KCCA employees but it was majorly moderate and led to the rejection of the hypotheses that Motivation among employees was very high. On the basis on the survey results it is seen that irregular salary payment systems, unfair salary received, abrupt changes in institution policies and programs and absence of receive fringe benefits are the major causes of the rising level of motivation among administrative and KCCA clients in KCCA which ultimately affect their performance negatively

Concerning the level of performance the study concludes that performance is high among KCCA employees and this is in line with the prediction the researcher had by the time he began the study. The results depicted absence of peer assessment and lack of organizational commitment as the major causes of low performance among employees. Effective management need to be practiced among managers otherwise the potential of efficient employees can be wasted causing high threat to the organizational goals and lowering overall performance.

As regard to the relationship between Motivation and employee performance, the study findings indicated that Motivation influence performance but the influence is not significant enough, hence leading to a conclusion that there is no significant relationship between Motivation and employee performance in KCCA.

## **Recommendations**

This section tackles the recommendations obtained from the study findings and conclusion. These recommendations are presented basing on the research objectives and relevant hypotheses:

The Institution administration and management should ensure that employee salaries are paid in time

Due to increase in the cost of living and inflation, there is need to improve/ increase on the salary scale for employees to be in position to sustain an average standard of living

To guarantee employees' welfare, there is need to put in place a system of giving employees fringe benefits to subsidize on their income and to ensure that they leave an average standard of living.

In case of any change in the Institution policy, change agents should be put in place to ensure that they gradually introduce those new policies and programs.

### **Areas for further research**

Notwithstanding the effort made by the researcher, he could not exhaust entirely this particular area; therefore he recommends that future researchers should focus on the following:

Owing to the fact that this study only concentrated on Motivation and employee performance among administrative and KCCA clients in KCCA , there is need to conduct a similar study but purely covering non-teaching and support employees since they make the biggest percentage of entire KCCA employees. Secondly similar study needs to be conducted in other KCCA campuses both within and outside Uganda.

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## **Appendix II: Informed consent**

In signing this document, I am giving my consent to be part of the research study of Mr. Sharon AMERO that will focus on Motivation and employee performance.

I shall be assured of privacy, anonymity and confidential and that I will be given the option to refuse participation and the right to withdraw my participation any time

I have been informed that the research is voluntary and that the results will be given to me if I ask for them.

Initial: \_\_\_\_\_

Date: \_\_\_\_\_

### Appendix III: Research instrument

#### Questionnaire on Motivation and employee performance in KCCA

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Dear Sir/Madam,  
Greetings!!

I am a Candidate for Degree of Art in Social Work and Social Administration at Kampala City Council Authority with a dissertation on **Motivation and Employee performance in KCCA**. As I pursue to complete this academic requirement, may I request your assistance by being part of this study?

Kindly provide the most appropriate information as indicated in the questionnaires and please do not leave any item unanswered. Any data from you shall be for academic purpose only and will be kept with utmost confidentiality.

May I retrieve this questionnaire in 1 week after you receive it? Thank you very much in advance.

Yours faithfully

Sharon  
Degree's Candidate

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### FACE SHEET:

Code#..... Date received by respondent.....

#### SECTION 1: RESPONDENT'S PROFILE

**Gender:** Male\_\_\_\_\_ Female\_\_\_\_\_

**Age:** Below 25\_\_\_\_\_ 26-39\_\_\_\_\_ 40-54\_\_\_\_\_ 55 & above\_\_\_\_\_

#### Marital Status

Single\_\_\_\_ Married\_\_\_\_ Divorced\_\_\_\_ Widowed \_\_\_\_

#### Highest Level of education

Diploma\_\_\_\_ Degree\_\_\_\_ Degrees\_\_\_\_ PhD\_\_\_\_

#### Kind of employment

KCCA administrators\_\_\_\_\_

KCCA employees\_\_\_\_\_

KCCA clients\_\_\_\_\_

Economic experts\_\_\_\_\_

Members of trade unions\_\_\_\_\_

Others (Specify) \_\_\_\_\_

#### Working experience

Below 3yearsrs\_\_\_\_\_ 3 - 7years\_\_\_\_\_ 8yearsrs & above\_\_\_\_\_

#### SECTION 2: EXTENT OF MOTIVATION IN KCCA

Please respond to the options and kindly be guided with the scoring system below.  
Please write your rating in the space provided before each item.

Score	Response Mode	Interpretation
4	Strongly Agree	I agree with no doubt at all
3	Agree	I agree with some doubt
2	Disagree	I disagree with some doubt
1	Strongly disagree	I disagree with no doubt at all



- \_\_\_ 1. I have time pressure to complete the institution work
- \_\_\_ 2. I rarely take vacation with my family and friends although I badly need it
- \_\_\_ 3. I am so much inconvenienced with my work environment
- \_\_\_ 4. I find my work unclear because I was given inadequate orientation
- \_\_\_ 5. I am always afraid of the quality assessment monitors
- \_\_\_ 6. I am bothered by the uncooperative colleagues at KCCA
- \_\_\_ 7. I am afraid of unfair appraisal by the quality assessment
- \_\_\_ 8. I am uncomfortable with the salary I get here
- \_\_\_ 9. I am afraid of the irregular payment system in KCCA
- \_\_\_ 10. I hardly receive fringe benefits from my organization
- \_\_\_ 11. I am afraid of the frequent (abrupt) changes in the institution policy and programs
- \_\_\_ 12. I face a communication problem at my workplace
- \_\_\_ 13. I work in a noisy and stinking environment
- \_\_\_ 14. I am asked for sex favors by superiors for approval of documents or promotion
- \_\_\_ 15. I have inflexible working hours
- \_\_\_ 16. I am given unrealistic and unachievable goals
- \_\_\_ 17. I do not make contribution in any decision
- \_\_\_ 18. My supervisors focus on my negative side without recognizing any of my contribution
- \_\_\_ 19. I am not helped /supported by my supervisor whenever I seek advice
- \_\_\_ 20. I do not properly understand my responsibilities, functions, level of authority or performance expectations

### **SECTION 3: LEVEL OF EMPLOYEE PERFORMANCEKCCA**

- \_\_\_1. I devote enough time to prepare and attend at my work
- \_\_\_2. I finish my work/cover syllabus in time
- \_\_\_3. I devote enough time to seminar presentation
- \_\_\_4. I meet deadline for submission of work /course and examination results
- \_\_\_ 5. I feel like part of the family of this institution
- \_\_\_6. I feel as if the institution problems are mine
- \_\_\_7. I would be happy to spend the rest of my life in this institution
- \_\_\_8. Even if the institution went down financially I would be reluctant to leave
- \_\_\_ 9. I devote enough time to supervise my student's research work
- \_\_\_ 10. I devote enough time to carryout research to update my self
- \_\_\_ 11. I follow my job description while executing my duties
- \_\_\_ 12. I use suitable and appropriate work methods and materials
- \_\_\_ 13. I adequately plan for my work
- \_\_\_ 14. I set clear objectives for my work
- \_\_\_15. I set students exam basing on objectives and class coverage
- \_\_\_16. I base on students assessment to improve my performance
- \_\_\_17. I base on HOD assessment to improve my performance
- \_\_\_18. I base on peer assessment to improve on my performance
- \_\_\_ 19. I ensure minimum wastage of resources in the course of my work
- \_\_\_ 20. I safeguard the institution properties
- \_\_\_ 21. I efficiently utilize the institution resources/facilities
- \_\_\_ 22. I provide guidance and counseling to colleagues and juniors
- \_\_\_ 23. I participate in community projects and activities
- \_\_\_ 24. I participate in departmental meeting

#### Appendix IV: Content Validity Index

Extent of motivation	No. of judges	No. of judges declared valid	CVI
I have time pressure to complete the institution work	3	3	1
I rarely take vacation with my family and friends although I badly need it	3	3	1
I am so much inconvenienced with my work environment	3	3	1
I find my work unclear because I was given inadequate orientation	3	3	1
I am always afraid of the quality assessment monitors	3	3	1
I am bothered by the uncooperative colleagues at KCCA	3	3	1
I am afraid of unfair appraisal by the quality assessment	3	3	1
I am uncomfortable with the salary I get here	3	3	1
I am afraid of the irregular payment system in KCCA	3	3	1
I hardly receive fringe benefits from my organization	3	3	1
I am afraid of the frequent (abrupt) changes in the institution policy and programs	3	3	1
I face a communication problem at my workplace	3	3	1
I work in a noisy and stinking environment	3	3	1
I am asked for sex favors by superiors for approval of documents or promotion	3	3	1
I have inflexible working hours	3	3	1
I am given unrealistic and unachievable goals	3	3	1
I do not make contribution in any decision	3	3	1
My supervisors focus on my negative side without recognizing any of my contribution	3	3	1
I am not helped /supported by my supervisor whenever I seek advice	3	3	1

I do not properly understand my responsibilities, functions, level of authority or performance expectations	3	2	0.67
<b>Average</b>	3		<b>0.98</b>
<b>Level of employee performance</b>			
I devote enough time to prepare and attend at my work	3	3	1
I finish my work/cover syllabus in time	3	3	1
I devote enough time to seminar presentation	3	3	1
I meet deadline for submission of work /course and examination results	3	3	1
I feel like part of the family of this institution	3	3	1
I feel as if the institution problems are mine	3	3	1
I would be happy to spend the rest of my life in this institution	3	3	1
Even if the institution went down financially I would be reluctant to leave	3	3	1
I devote enough time to supervise my student's research work	3	3	1
I devote enough time to carryout research to update my self	3	3	1
I follow my job description while executing my duties	3	3	1
I use suitable and appropriate work methods and materials	3	3	1
I adequately plan for my work	3	3	1
I set clear objectives for my work	3	3	1
I set students exam basing on objectives and class coverage	3	3	1
I base on students assessment to improve my performance	3	3	1

I base on HOD assessment to improve my performance	3	3	1
I base on peer assessment to improve on my performance	3	3	1
I ensure minimum wastage of resources in the course of my work	3	3	1
I safeguard the institution properties	3	3	1
I efficiently utilize the institution resources/facilities	3	3	1
I provide guidance and counseling to colleagues and juniors	3	3	1
I participate in community projects and activities	3	3	1
I participate in departmental meetings	3	3	1
<b>Average</b>	<b>3</b>	<b>3</b>	<b>1</b>
<b>Overall average</b>			<b>0.99</b>

CVI = No. of items declared valid (N) ÷ Total no. of items (n)

Where:

CVI = Content Validity Index

CVI =  $0.98 + 1 \div 2$

CVI = 0.99