

**MOTIVATION AND EMPLOYEE PERFORMANCE IN SC DARLING LTD
KAMPALA, UGANDA**

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DECLARATION A

This thesis report is my original work and has not been presented for any Other academic award in any university or institution or learning

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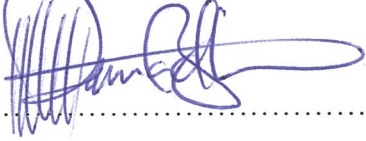


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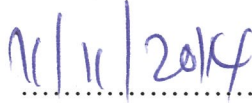
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DECLARATION B

I confirm that this work was carried out by the candidate under my supervision and guidance.



Ramadhan Malinga



Date

DEDICATION

I dedicate this work to almighty God, for His Grace and Love, to enable me complete my research proposal. I will always praise you my God.

ACKNOWLEDGEMENT

I thank the Almighty God for enabling me maneuver through all the tough, hard times and trying moments I have had in life. My dream of this award would not have become true without His guidance, protection and assurance that all things are possible if you believe in him. I acknowledge the management of Kampala international university especially my supervisor Dr. Malinga Ramadhan, and all the respondents for filling in my questionnaires and for their assistance during this study.

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LIST OF ACRONYMS

PMDS	Performance Management and Development System
SC Darling	Sasso CHamse
SPSS	Statistical Packages for Social Sciences
US	United States

ABSTRACT

The study sought to establish the relationship between motivation and employee performance in SC Darling Ltd Kampala, Uganda. The study was guided by three specific objectives, that included i) determining the extent of motivation in SC Darling Ltd Kampala; ii) the level of employee performance in SC Darling Ltd Kampala, Uganda, and (iii) the relationship between the extent of motivation and employee performance in SC Darling Ltd Kampala, Uganda. This research employed descriptive correlational design to describe the relationship between relationship between the extent of motivation and employee performance in SC Darling Ltd Kampala, Uganda. The target population included 320 participants and a sample size of 177 respondents. Stratified and Simple random were used to select the SC Darling Branches and respondents respectively. Questionnaires were used to collect the data. Data analysis using means connoted that the extent of motivation was rated satisfactory (mean=2.97), which implied that the employees in SC Darling Ltd Kampala are highly motivated. The finding also revealed there was a significant relationship between motivation and employee performance ($r=0.495$ & $Sig=0.000$ respectively). The researcher concluded that the employees in SC Darling Ltd Kampala, Uganda perform their duties according to the expectations and that improvement in motivation activities increases the level of employee performance. The study recommended that management should find the possible ways of enhancing the actual job by building up the employees' talents through motivation and that management should give out more complements to the employees as a way of motivating them.

CHAPTER ONE

INTRODUCTION

1.1 Back ground of the study

1.1.1 Historical perspective

The concept of motivation can be traced from ancient Greeks, Socrates, Plato and Aristotle ages. Plato believed in a hierarchy organized such as dietary component, the emotional and the rational. Aristotle, for more than twenty years continued to affirm the hierarchy spiritual. However he used different reforms which were different from his original belief. He believed in those dietary and emotional components are relevant to body and part of concept of motivation. They can prepare some sensors like growth, physical comfort (food) and some sensory experiences such as pain and pleasure (emotional). These two parts together were basis of irrational motivation force. The logic section was including all rational aspect of soul such as intellectual concept and some voluntary features (Opus, 2008).

The ancient Greeks presumed three component, the body's desires, pleasures and pains (senses and efforts of will and spirit) in a hierarchical arrangement for the first theoretical justification of the motivational activities. In the modern era after the Renaissance, René Descartes distinguished between inactive and active aspects of motivation. Descartes believed in that body is inactive factor of motivation, while will is active factor of motivation. Body has a physical and mechanical nature with nutrition desires that answer to those desires by senses and physiological reflects to external environment. (If you wanted to understand physical motivations, physiological analysis must be used). The mind has mental, moral and intellectual nature which has purposefulness will. (If you wanted to understand targeted motivations, will analysis must be used). Therefore will always is force of motivation, Descartes devoted motivation exclusively to the will of man for a first time. He provided the first great theory of motivation for philosophers (Robert, 2006).

In Africa, specifically South Africa, in 1988 the Public Service Commission gave a presentation on the reports of the survey on the implementation of the employee performance management and development System (PMDS) for senior managers in the Eastern Cape and North West Provinces, and on PMDS related to ensuring accountability and service delivery in Government departments. The Department of Public Service and Administration gave a presentation on performance measurement and management, giving an indication of the history and aims of the performance agreements. These should be signed before end April yet were invariably signed after this period. Compliance of the Eastern Cape Senior Management System employees was unsatisfactory. Although North West was found to be better compliant, non-adherence to the performance agreements was a serious issue, and it was also worrying that they were not being used as reference points for managerial performance and results assessments, even after being signed. Committee members commented that the challenges indicated in the presentations painted a very gloomy picture of the PMDS. Questions were asked around yearly feedback and performance of the departments and members (Silvestri, 1992).

In Uganda, many organizations were concerned with having productive, committed, and enthusiastic workers for excellent organizational performance. To achieve this, firms had to put motivation at the centre of their operations. In Uganda and possibly world over there were many cases of de-motivated and frustrated workers. De-motivated employees did not only harm the firm's performance but their lives as well both career wise and physically. Two major assumptions people hold on motivation were reviewed. One assumption was that it was difficult to motivate people and the other that motivated people could perform better. These assumptions could be misleading when designing appropriate motivation strategies (Stella, 2008).

1.1.2 Theoretical perspective

The earliest and most widespread version of Maslow's (1943, 1954) hierarchy of needs includes five motivational needs, often depicted as hierarchical levels within a pyramid. This five stage model can be divided into basic (or deficiency) needs (e.g. physiological,

safety, love, and esteem) and growth needs (self-actualization). The deficiency, or basic needs are said to motivate people when they are unmet. Also, the need to fulfill such needs will become stronger the longer the duration they are denied. For example, the longer a person goes without food the more hungry they will become. Every person is capable and has the desire to move up the hierarchy toward a level of self-actualization. Unfortunately, progress is often disrupted by failure to meet lower level needs. Life experiences including divorce and loss of job may cause an individual to fluctuate between levels of the hierarchy. Maslow noted only one in a hundred people become fully self-actualized because our society rewards motivation primarily based on esteem, love and other social needs.

1.1.3 Conceptual perspective

According to Maund (2001), the term motivation is derived from the Latin root which means Stimulate. Motivation is behavior; it isn't a thing or special event that can be observed directly. It is a compound which describes specific behaviors. Maund also defined motivation as a set of processes with the reason of stimulating, orientating and maintaining human behavior towards achieving a goal, motivation in this study was also conceptualized in terms of job design, reward and employee participation. Whereas employee performance refers to the job related activities expected of a worker and how well those activities are executed Bono & Judge (2003). Employee performance was conceptualized in terms of completeness, accuracy and speed. Many business personnel directors assess the employee performance of each staff member on an annual or quarterly basis in order to help them identify suggested areas for improvement.

1.1.4 Contextual perspective

Due to poor performance of employees in SC Darling Ltd Uganda, currently allowing employees the opportunity to grow in their skills and be trained to do even more is a big focus at SC Darling Ltd Uganda. The company offers a number of development programs to encourage and motivate employees. Peak Performance offers continual opportunities for employee rewards; developmental forums offer teaching opportunities; and functional

developments let employees build job skills for their area of focus. SC Darling Ltd Uganda also offers financial rewards to motivate employees to reach greater pinnacles and compensation is competitive. Every year, employees have performance reviews that give them a chance to receive merit raises. A SC Darling Ltd Uganda Red Tag program rewards employees with travel and merchandise as a way to recognize exceptional performance. Employees also get tuition reimbursement, and their children can qualify for scholarship funds. Car discounts, free parking and employee discount programs are also offered (SC Darling Annual Report, 2010).

SC Darling Ltd Uganda is part of the Darling Group, which operates in over 21 African countries. It manufactures hair additions for both local and international market. The company exports to various African countries like Rwanda, Burundi, D.R.C. and Southern Sudan. Darling Uganda started off as an agent for Darling Kenya, something that only lasted a short while, before the opening of a fully-fledged production unit in industrial area, Madhvani complex, manufacturing mainly braids at the time. By 2006 the company had embarked on an expansion process of its production capacity, starting with the production of weaves and this has been done to curtail the prevailing market demand (SC Darling Magazine, 2011).

1.2 Statement of the Problem

The failure of any organization depends greatly on the type of poor human resources it has (Madonna, 2000). Human resources translate all other resources in an organization into visible products (Madonna 2000). Bearing that in mind, it is important that organizations pay extra attention to their workers in order to attain optimum efficiency and effectiveness at the work place. Sc darling is a long established hair in Uganda which has been in existence for a period of 12 years, in these 12 years the SC darling Ltd Uganda has suffered from poor employee performance which in turn has resulted into human resource problems which in turn has ultimately manifested in unsatisfactory human resources performance. These performance failures are both on the side of the organization and workers who constantly should work together (SC Darling Magazine, 2012). However, because human

resource practice is critical to the major activities of the organization, it cannot be left entirely to personnel experts in the human resource department but also line managers in the various departments have to be involved in the delivery and drive of human resource policies (Storey, 2001). Therefore, this study will look forward to investigate the relationship between motivation and employee performance in Sc Darling ltd Kampala Uganda.

1.3 Purpose of the study

The major purpose of this study was to examine the relationship between motivation and employee performance in Sc Darling ltd Kampala, Uganda.

1.4 Objectives of the study

- 1) To assess the extent of motivation of employees in SC Darling ltd Kampala, Uganda
- 2) To examine the extent of employee performance in SC Darling ltd Kampala, Uganda
- 3) To determine whether there is a significant relationship between motivational and employees performance in SC Darling ltd Kampala, Uganda.

1.5 Research Questions

- 1) What is the extent of motivation of employees in SC Darling ltd Kampala, Uganda?
- 2) What is the extent of employee performance in SC Darling ltd Kampala, Uganda?
- 3) Is there a significant relationship between motivation and employees performance in SC Darling ltd Kampala, Uganda?

1.6 Hypothesis

There is a significant relationship between motivation and employees performance in SC Darling ltd Uganda.

1.7 Scope of the study

1.7.1 Geographical Scope

The study was carried out in SC darling ltd Kampala, Uganda, it is a registered company that started its effective Uganda operations in 2002. The company is part of the Darling Group, which operates in over 21 African countries. It manufactures hair additions for both local and international market. The company exports to various African countries like Rwanda, Burundi, D.R.C. and Southern Sudan. Darling Uganda started off as an agent for Darling Kenya, something that only lasted a short while, before the opening of a fully-fledged production unit in industrial area, Madhvani complex, manufacturing mainly braids at the time. By 2006 the company had embarked on an expansion process of its production capacity, starting with the production of weaves. This was done to curtail the prevailing market demand. Since then, there has been no turning back as we have since seen tremendous growth and expansion. Currently the company employs more than 2,000 Ugandans in the different departments and has been recognized as one of the leading manufacturers of hair additions in Uganda.

1.7.2 Theoretical Scope

The study was guided by the theory of Maslow's hierarchy of needs (1943) which states that people are motivated to achieve certain needs. The earliest and most widespread version of Maslow's (1943, 1954) hierarchy of needs includes five motivational needs, often depicted as hierarchical levels within a pyramid. This five stage model can be divided into basic (or deficiency) needs (e.g. physiological, safety, love, and esteem) and growth needs (self-actualization). The deficiency or basic needs are said to motivate people when they are unmet. One must satisfy lower level basic needs before progressing on to meet higher level growth needs. Once these needs have been reasonably satisfied, one may be able to reach the highest level called self-actualization. Every person is capable and has the desire to move up the hierarchy toward a level of self-actualization. Maslow noted only one in a hundred people become fully self-actualized because our society rewards motivation primarily based on esteem, love and other social needs (Dieleman, 2006).

1.7.3 Content Scope

In terms of content, motivation (independent variable) was looked at in terms of job design, reward and employee participation. Yet the dependent variable (employee performance), Refers to the job related activities expected of a worker and how well those activities were executed, this was measured in terms of completeness, accuracy and speed.

1.7 Significance of the Study

1. The research study will help to inform Sc darling about the motivational problems and develop strategies to minimize the problems.
2. The research will also help the managers and the workers, to realize their obligations and responsibility towards, the good performance of the company.
3. The research will also inform the policy makers to find ways to curb the present undesirable situation and to understand pertinent motivational issues in regards to the company management.
4. The study will add on to the existing literature on the implementation of motivational measures in the companies.
5. The research will in totality help to revive the company to good functional states and guarantee their effective and smooth existence.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter focuses on what other scholars have written on relationship between motivation and employee performance. The whole chapter constitutes of three sections. The first section deals with the theoretical framework and its implication to the study. The second section handles motivation measures used in modern organisations. The third section deals with the relationship between motivation and employee performance in an organization.

2.1 Theoretical review

Theory of Maslow's hierarchy of needs

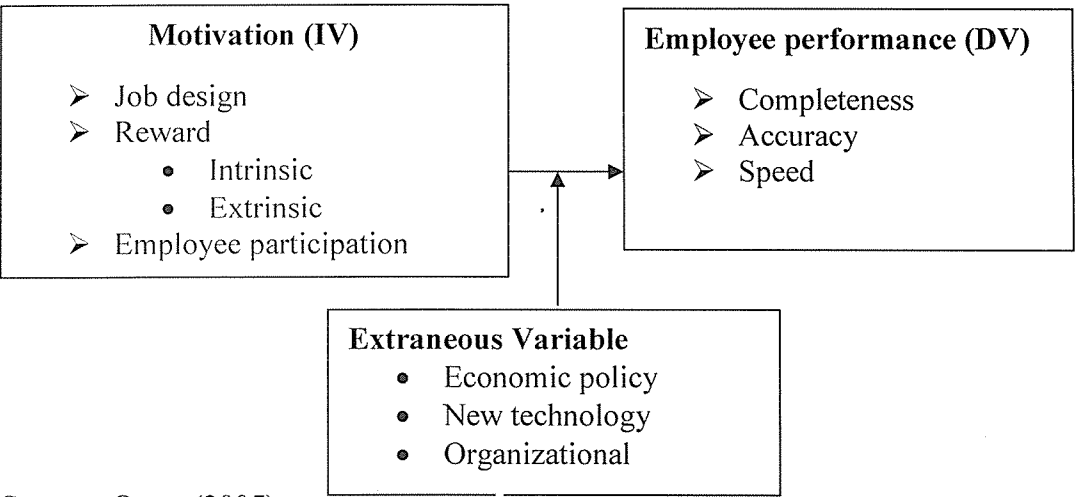
Maslow (1943) stated that people are motivated to achieve certain needs. When one need is fulfilled a person seeks to fulfill the next one, and so on. The earliest and most widespread version of Maslow's (1943, 1954) hierarchy of needs includes five motivational needs, often depicted as hierarchical levels within a pyramid. This five stage model can be divided into basic (or deficiency) needs (e.g. physiological, safety, love, and esteem) and growth needs (self-actualization). The deficiency, or basic needs are said to motivate people when they are unmet. Also, the need to fulfill such needs will become stronger the longer the duration they are denied. For example, the longer a person goes without food the more hungry they will become. One must satisfy lower level basic needs before progressing on to meet higher level growth needs. Once these needs have been reasonably satisfied, one may be able to reach the highest level called self-actualization. Every person is capable and has the desire to move up the hierarchy toward a level of self-actualization. Unfortunately, progress is often disrupted by failure to meet lower level needs. Life experiences including divorce and loss of job may cause an individual to fluctuate between

levels of the hierarchy. Maslow noted only one in a hundred people become fully self-actualized because our society rewards motivation primarily based on esteem, love and other social needs (Dieleman, 2006).

This is a theory of motivation that concentrates on peoples perceptions of the fairness of their work outcomes relative to, or in proportion to, their work inputs. The theory compliments expectancy and need theories by focusing on how people perceive the relationship between the outcomes they receive from their jobs and organizations and the input they contribute. J.R. Gareth (2003). Psychologists believe that if a person perceives an inequality between what he or she contributes and what he or she receives, tension or drive will develop in a person’s mind, and the person will be motivated by the need to reduce or eliminate the tension and perceived inequality (Garry, 1998). Thus, if a person believes he or she is under paid, she or he will probably reduce his or her effort, perhaps by taking time off, or working more slowly. If they believe they are overpaid, they might well double their effort. Aspects of inequality make most people have an inflated view of their own performance and tend to overestimate what other people are earning.

2.2 Conceptual review

Fig 2.1: A Conceptual framework showing the relationship between motivation and employee performance



Source: Onen (2005)

2.3 Review literature

2.3.1 Motivation

Vroom (1964) defines motivation as a process governing choices among alternative forms of voluntary activities, a process controlled by the individual. The individual makes choices based on estimates of how well the expected results of a given behavior are going to match up with or eventually lead to the desired results. Motivation is a product of the individual's expectancy that a certain effort will lead to the intended performance, the instrumentality of this performance to achieving a certain result, and the desirability of this result for the individual, known as valence (Maund, 2001).

Denis (2001), defined motivation as "all those inner striving conditions, described as wishes, desires to stimulate the interest of the person in an activity". This it is an inner state that stimulates and triggers behavior.

Job motivation is important to the effectiveness of an organization. In any organization, Clark (1990) said that job motivation would produce a worker with a high vitality, which refers to positive quality of producing good products. An individual who is highly achievement motivated would tend to be very active in his or her work and tend to be more responsible (Clark, 1990).

The relevance of motivation and job performance are very crucial to the long term growth of any organisational system around the around. They probably rank first along side professional knowledge, skills, center competencies and strategies as well as the determinants of success and performance. Profession & knowledge, skills, center competencies, occur when one feels effective in ones behavior, in other words professional knowledge, skills and competencies can be seen when one is taking on and mastering challenging tasks directed at success and performance (Fulak, 2003).

2.3.1.1 Motivational techniques

According to Chris (2011), he emphasizes various motivation measures employed by modern managers and organisations to stimulate employee performance. He argues that it

starts with Happy work force because happy work force = happy customers. Provide a great environment to work in and look after your staff the way you expect them to look after your customers. Secondly, there is no need to spend a lot of money to make employees feel motivated and valued. Quite often a telephone call from a senior manager congratulating a team member on a 'good week' is equally as effective as an offer of a training course or gift voucher. The third aspect is with the economic climate. Recruitment team managers realign their expectations and take into consideration the economic climate when setting targets and objectives. Team leaders must encourage their staff to raise their game and sell themselves out of the credit crunch.

2.3.1.2 Job design and employee performance

The design of an employee's job can have a significant impact on their job motivation. Job design includes designing jobs that create both a challenging and interesting task for the employee and is effective and efficient for getting the job done. Four approaches to job design are: Job Simplification; the goal of this job design approach is to standardize and specialize tasks. Unfortunately this approach does not always lead to increased motivation as the jobs can become mundane. Job enlargement; the goal of this job design approach is to combine tasks to give the employee a greater variety of work. Job Rotation; The goal of this job design approach is to move workers to different tasks periodically. Job Enrichment; the key to job design employee motivation, this approach aims to enhance the actual job by building up the employee through motivational factors (Jones, 2008).

According to Aswathapa (2001) job design is understood to be a powerful motivation for more than on a person. In the first place job design is fundamental in the completion of tasks. Work if it is voluntary or pay involves a contract between an employer and employee guaranteed by the payment of money. The employee takes a pay as the reward for his work and the employer views it as the price for using the service of the employees.

2.3.1.3 Rewards and employee performance

Using rewards as motivators divides employee motivation into two categories: intrinsic and extrinsic motivation. Intrinsic rewards are internal, psychological rewards such as a sense of accomplishment or doing something because it makes one feel good. Extrinsic rewards are rewards that other people give to you such as a money, compliments, bonuses, or trophies. Wiersma (1992) conducted a meta-analysis to summarize the inconsistent results of past studies. The meta-analysis by Wiersma concluded that when extrinsic rewards are given by chance, they reduce intrinsic motivation. This result is supported when task behavior is measured during a free-time period. However, it is not supported when task performance is measured when the extrinsic reward is in effect. Wiersma also found that these results cannot be generalized to all situations. A study conducted by Earn also examined the effects of extrinsic rewards on intrinsic motivation. Earn wanted to know if extrinsic rewards had an impact on a person's intrinsic motivation based on the subject's locus of control. Earn found that pay increases decreased intrinsic motivation for subjects with an external locus of control whereas pay increases increased intrinsic motivation for subjects with an internal locus of control. The study also found that when the controlling aspect of the extrinsic reward was made pertinent by making pay dependent on a certain amount of performance, higher pay undermined the intrinsic motivation of subjects and their locus of control was not relevant (Silvestri, 1992).

According to Dimeck (2000) for an organization to achieve its stated goals, management should provide employees with financial rewards as a form of motivation in order to enhance high performance while lack of money, may cause dissatisfaction, its provision may lead to lasting satisfaction and high performance. This is especially so for people who receive fixed salaries or rates of pay like teachers. They may feel good when they receive an increase. It is a highly tangible form of reaction and an effective means of helping this equally can die away.

Increase employee participation by implementing quality control circles. Quality control circles involve a group of five to ten problem solving employees that come together to solve work-related problems such as reducing costs, solving quality problems, and improving production methods. Other benefits from quality control circles include an improved employee-management relationship, increased individual commitment, and more opportunities for employee expression and self-development (Pierce, 2003).

According to Cameron (2003), people who work just for money could find their tasks less pleasurable and may therefore not do them so higher than a fifth among the most important factors why employees stay, leave, or perform better in organizations. Employers can do other things to ensure that their valued employees will stay around and perform better. Empowering workers with, responsibility, respecting personal boundaries, recognizing employees as valued resources and creating supportive relationships will go further than just a pay increase towards satisfying employees and improving on their performance (Cameron, 2003).

Increase motivation through employee participation by using open book management. Open-book management is when a company shares important financial data with employees. Sharing the information empowers employees by putting trust into them and become personally and meaningfully involved with the organization beyond just doing their assigned tasks, which increases their motivation and production. Open book management is a four step process, the first step involves employers sharing financial data with their employees. Employees need to know how the company, as a whole, is doing financially. Next, employers must teach their employees how to read and interpret the financial data Employees can look at all the data a company gives them. However, to understand the data, they must know how to interpret the numbers. Third, employees have to be empowered to make necessary changes and decisions for the success of the organization. Employers should treat their employees like partners. The last step involves employers paying their employees a fair share of profits through bonuses and incentives.

Bonus numbers must be attached to numbers that employees see regularly and can have an impact on in the financial data (Silvestri, 1992).

With these steps in mind, the friction between employees and between employee/management can be drastically reduced. Four factors must exist for any employee participation program to be successful: 1) Have a profit-sharing or gain-sharing plan where both the employer and employee benefit 2) Implement a long-term employment relationship to instill job security 3) Make a concerted effort to build and maintain group cohesiveness 4) Provide protection of the individual employee's rights (Wiersma, 1992).

2.3.2 Employee performance

Performance can be defined as the achievement of specified task measured against predetermined or identified standards of accuracy, completeness, cost and speed. In an employment contract, performance is deemed to be the accomplishment of a commitment in such a manner that releases the performer from all liabilities laid down under the contract. Efficiency and effectiveness are ingredients of performance apart from competitiveness and productivity and motivation is a way of increasing individuals' performance (Cooke, 2000). Kenney (1992) stated that employee's performance is measured against the performance standards set by the organization. Good performance means how well employees performed on the assigned tasks. In every organization there are some expectations from the employees with respect to their performance. And when they perform up to the set standards and meet organizational expectations they are believed good performers. Functioning and presentation of employees is also termed as employee performance. This means that effective administration and presentation of employees' tasks which reflect the quality desired by the organization can also be termed as performance. While much is known about the economics of employee performance in the developed world, studies of issues associated with motivation in less-developed countries are rarely found (Levine, 1990).

Muyinda Wilson (2001) in the world of performance, nothing can be said to be effective working without an effective worker. Workers' effectiveness is mainly used to refer to the

results the worker gets or to the amount of progress towards some specified goals of an organisation as a result of instructions.

2.3.2.1 Completeness

This refers to the quality of being whole or perfect and having nothing missing, all too rare is the employee who keeps a sufficient tally of her accomplishments at work. While we might be great at our jobs, setting and reaching ambitious goals, pioneering new ideas, advancing organization's mission, the employees often get too caught up in the moment, or in thinking about the next frontier, to keep good records of what has been done (Toupençe, 2007).

3.3.2.2 Accuracy

This refers to the condition or quality of being true, correct, or exact; freedom from error or defect; precision or exactness and correctness. Describing an employee's skills in accuracy and detail-mindedness means more than saying, "Has a strong/good/poor eye for detail." Conducting an employee appraisal means using the right phrasing to delineate levels of the employee's abilities, whether they excel or need improvement. In order for the written feedback on evaluations to have a long-lasting impact, the employers need to focus on the individual performance factors that determine the quality and quantity of employees' work, such as accuracy and detail-mindedness. The best strategy is to include targeted phrases that energize an employee to keep up the good work in key areas, while also encouraging employees to focus more carefully on the quality and quantity of their work where needed (Stella, 2008).

Koontz and Weirich (1998) said that individuals' desires and drives are conditioned by physiological needs arising from the person's background. But what people are willing to strive for is also affected by the organizational climate in which they operate. At times a climate may curb motivations at times it may arouse them.

3.3.2.3 Speed

Employees who work at a snail's pace can frustrate their coworkers and slow down productivity, making it difficult for departments to keep up with business demands. Supervisors who observe employees working at slower speeds than normal should first explore reasons that are attributable to the company. The employee's lack of adequate computer equipment and software could be a culprit, for example. Otherwise, counseling employees on the value of working at a faster speed may resolve the issue. Checking the employee's workstation for needed equipment, machinery or technology that can improve employees' speed, employees whose job duties require electronic access to information, customer accounts and other data need the latest available technology to perform their job duties quickly. Before rushing to conclusions about the speed at which an employee does her job, double-check Internet configurations and accessibility, as well as software applications. In addition, the employers should evaluate whether the employee knows how to use the technology, struggling to learn equipment and programs can slow down employee production (Linda, 2001).

2.4 Related studies

A study conducted by Campion and Thayer used a job design questionnaire to determine how job designs fostering motivation affected employees. Campion and Thayer found that jobs with more motivational features have lower effort requirements, a better well-being, and fewer health complaints. The study also found that jobs scoring high on the motivational subscale of the questionnaire contained employees who were more satisfied and motivated, had a higher rating pertaining to job performance, and had fewer absences (Abonam, 2011).

Hackman conducted a study pertaining to work redesign and how redesigning work could improve productivity and motivation through job enlargement or enrichment. The study's results found that redesigning a job can improve the quality of the product or service that is provided, increase the quantity of work, and can increase work satisfaction and motivation. The last study on job design was conducted by Dunham who wanted to determine if there

was a relationship between job design characteristics and job ability and compensation requirements. Dunham believed organizations were overlooking job ability requirements and compensation when they enlarged or enriched employee's jobs. The study found that organizations were not taking into account the increased job ability requirements that job enrichments or enlargements entail nor were the organizations increasing compensation for employees who were given extra tasks and/or more complex tasks (Dieleman, 2006).

A study by Marks (1994) focused on assessing the impact quality circles had on participating employees and found that the attitudes of employees who participated in quality circles were influenced in the areas concerning participation, decision making, and group communication. Although group communication was influenced, communication through the organization as a whole was not and neither was employee's personal responsibility for their work. The results of this study suggest that quality circles can provide employees with informational and social support that can help increase their motivation (Mound, 2001).

Pierce (2003) conducted a study to examine how extrinsic rewards affect people's intrinsic motivation when the rewards are based on increasingly higher performance criteria. Pierce found that rewarding people for meeting a graded level of performance, which got increasingly more difficult, spent more time on the study's activities and experienced an increase in intrinsic motivation. Participants who were not rewarded at all or only rewarded for maintaining a constant level of performance experienced less intrinsic motivation (Klun, 2009).

Aaron Otto (1997), effective performance in organisations demands that the worker should be of sound knowledge, employers should also have the ability to relate content, methods, sequence and pace of work to employee needs using the environment and appropriate media. By so doing you can achieve good performance results.

Chattertee (1992) argues that if an organization is willing to pay high wages, it can usually attract well qualified employees. There are many motivating factors such as job security,

good working conditions, recognition, advancement that influences personal feelings about the job. But his pay is one of the foremost considerations. If his earnings are at an acceptable level, based upon the evaluation of his worth, the other factor will become less important. If his earnings are inadequate, then there is a strong possibility that he will become dissatisfied.

According to Prasad (2002), the basic logic of monetary incentives is that individuals will use their potentials for better performance in order to earn more money. Money may potentially be an effective motivation regardless of the level one has attained or the amount of money one is earning. This is in line with Mason et al observations that pay in one form or another is certainly one of the main springs of motivation in our society. Prasad further more stated that, some people argue that money does not have similar impact on all. Herzberg found out that money does not motivate personnel but only acts as a maintenance factor. Money is actually used as a means for keeping an organization adequately staffed and not as a motivator.

Arthur (2000) said that management has to formulate and administer the salary policies on sound lines as most of the employees' satisfaction and work performance are based on pay. He further added that the production worker is rarely driven by money motivation. He is not highly skilled and his background has not been generally victorious, his lack of progress may be due to lack of ability, poor working conditions and so on. A production worker attaches more priority to esteem recognition and social approval. The physical rewards and rewards of enhanced status and promotion are generally forms of non financial incentives.

To Jones Gareth (2003) looked at performance as the ability of an individual to perform a task. He argued that for an organization to achieve its stated goals there should be indicators that determine performance in an organization. Therefore, good performance among employees in an organization has many implications such as high motivation among employees, outstanding ability, and good organizational climate and infrastructure, excellent leadership that can sustain the rapport and productivity and good relationship

among staff. Staff motivation is the process of inspiring people to do their best in achieving organizational goals. It is a process of stimulating, impelling, inducing, active interests, and excellence in an activity. It equally involves the willingness to spend -energy to achieve a goal / reward.

2.5 Research gap

The literature review above has talked about motivation and employee accuracy, but it did not talk about the relationship between motivation and employee performance, therefore there is a need to close this gap by the researcher. In a similar way this kind of research is one of its kind in Kampala district, Uganda, so the researcher found it necessary to carry out research in this area as it was identified as a geographical gap.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter presented the research design, the research population, sample size, sampling procedures, research instruments, validity and reliability of instruments, data gathering procedures, data analysis, ethical considerations and limitations of the study.

3.1 Research Design

This study followed a descriptive research design, descriptive correlational and cross sectional research designs. It was descriptive in that it described the characteristics of respondents. The descriptive correlational design was used to determine significant relationship between the extent of social economic factors and primary schools' effectiveness. It was cross-sectional in that data was collected from all respondents at the one time.

3.2 Research Population

The study population of 320 respondents was used in this study and these included workers from different branches of SC Darling ltd in Uganda.

3.3 Sample Size

From the population of 320 across 10 branches of SC Darling ltd in Uganda, a sample of 177 respondents was selected.

$$n = \frac{N}{1 + N(\alpha)^2}$$

$$n = \frac{320}{1 + 320(0.05)^2}$$

$$n = \frac{320}{1 + 0.8}$$

$$n = \frac{320}{1.8}$$

This was computed using Slovene's Formula for computing sample size, which is stated as follows:

Where n = required sample size,

N = population size,

e =level of significance which is equal to 0.05.

Table 3.1: sample population of the respondents

Category	Population-	Computation of sample size	Sample size
Production department	140	$\frac{140 \times 177}{320}$	77
Marketing/sales department	100	$\frac{100 \times 177}{320}$	55
Store department	80	$\frac{80 \times 177}{320}$	44
Total	320		177

3.4 Sampling procedure

The researcher used stratified sampling method to select the different branches of SC Darling scattered around Kampala. Simple random sampling was used to select respondents from those workers to avoid biased information. This ensured that workers selected and civil servants were represented in the study and all had equal chance of being respondents.

3.5 Research instruments

This study used three sets of researcher made questionnaire to collect data. The questionnaires are preferred for this study because this enabled the researcher reach a larger number of respondents within a short time, thus can make it easier to collect relevant information. The first questionnaire was the face sheet to collect data on profile of respondents. The second questionnaire consisted of questions on motivation. The third set consisted of questions on employee performance. All the questions are Likert Scaled

basing on four points ranging from 1 = strongly disagree, 2 = disagree, 3 = agree, and 4 = strongly agree.

3.6 Validity and Reliability of the Instruments

The questionnaire was given to three lecturers to judge the validity of questions according to the objectives. After the assessment of the questionnaire, the necessary adjustments were made bearing in mind the objectives of the study. Then a content validity index (CVI) was computed using the following formula,

$$CVI = \frac{\text{No.of questions declared valid}}{\text{total No.of questions in the questionnaire}}$$

A minimum of 0.75 of CVI was used to test validity.

To ensure the reliability of the instrument, the researcher used Test-Retest method. The questionnaire was given to 10 people and after two weeks the questionnaire was given to the same people. Cronbach's Alpha was used and computed using SPSS.

Table 3.2: Interpretation of Cronbach's alpha Values

Constructs	No of items	Cronbach's alpha
Motivation	11	0.827
Employee performance	9	0.859

The Cronbach's results from table 3.2 revealed that all the indices had high level of internal consistency and according to Sekaran, 2003) when the Cronbach's index value is more than 0.60, then it implies that the reliability of the instruments is acceptable.

3.7 Measurement of variables

Motivation and employee performance (as the independent variable) were measured using a structured questionnaire based on a 5-point Likert scale (Matzler and Bailom, 2004), where 1=strongly agree, 2=agree, 3=disagree, 4= strongly disagree and 5=don't know.

3.8 Data Gathering Procedures

Before the administration of the questionnaires

Before the administration of the questionnaires the researcher took an introductory paper from the CHDR (College of Higher Degrees and Research), the researcher had to first seek authorization from the proposed primary schools to conduct research and review the questions to avoid errors and ensure that only qualified respondents are approached.

During the administration of the questionnaires

The respondents were requested to sign and answer the questionnaires. The researcher and assistants emphasized retrieval of the questionnaires within five days from the date of distribution. And lastly, all returned questionnaires were checked if all were answered.

After the administration of the questionnaires

The data gathered was collected, coded into the computer and statistically treated using the Statistical Package for Social Sciences (SPSS).

3.8 Data Analysis

The statistical package which was used for analyzing data in this study was SPSS version 16.0. Different statistical tools were used namely: Data on objective 1 and objective 2 using means, where as data on objective 3 was analyzed using P.L.C.C.

The following mean ranges were used on the level of motivation

Mean range	Response range	Interpretation
3.26 - 4.00	strongly agree	Very satisfactory
2.51 - 3.25	Agree	Satisfactory
1.76 - 2.50	Disagree	Unsatisfactory
1.00 - 1.75	Strongly disagree	Very unsatisfactory

The following mean ranges were used for employee performance

Mean range	Response range	Interpretation
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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

The Pearson's Linear Correlation Coefficient (PLCC) was used to determine the significant relationship between motivation and the level of performance.

3.9 Ethical Consideration

The research process was guided by sound ethical principles which included the followings:-

Objectivity: The researcher ensured objectivity when carrying out the research and any attempt to bias results were considered unethical and could therefore be avoided.

Respect: The researcher ensured that respect for the respondents is applied. Respect was encompassed respecting the opinion of the respondents including the opinion to terminate the interview whenever they would feel uncomfortable to continue, questioning style especially for very personal and sensitive questions.

Also the researcher promised the respondents that their identity was not to be disclosed as there was no writing of names on the questionnaires and that everything is to be confidential. The researcher gave the respondents the true facts about the research in order to make informed decisions about participating or not.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

4.0 Introduction

This chapter shows the profile information of respondents, the extent of motivation, level of employee performance and the significant relationship between motivation and employee performance in SC Darling ltd Kampala, Uganda.

4.1 Profile of respondents

Respondents were asked to provide information regarding their age, gender, marital status and education level, their responses were summarized using frequencies and percentage distributions as indicated in table 4.1 below;

Table 4.1: Profile of respondents

Category	Frequency	Percent
Age		
20-29 years	27	15.3
30-39 years	87	49.2
40-49 years	57	32.2
50 years and above	6	3.4
Total	177	100
Gender		
Male	101	57.1
Female	76	42.9
Total	177	100
Marital Status		
Single	54	30.9
Married	113	64.6
Divorced	10	5.6
Total	177	100
Educational qualification		
Secondary	3	1.7
Certificate	17	9.6
Diploma	81	45.8
Bachelors degree	67	37.9
Masters degree	9	5.1
Total	177	100

Source: Primary Data, 2014

Results in table 4.1 indicated that majority of respondents in this sample ranged between 30-39 years of age (49.2%), this also implied that majority of respondents in this sample were in their middle adulthood, these were followed by those between 40-49 years of age constituting (32.2%), 27% were between 20-29 years and only 3.4% were 50 years and above.

Table 4.1 results indicated that majority of the respondents in this sample were male (57.1%) as compared female respondents 76 (42.9%), hence observing that majority of employees in SC Darling ltd Kampala, Uganda are male.

With respect to marital status, results in table 4.1 indicated that majority of respondents in this sample were married (64.6%), 30.9% were single and only 5.6% were divorced. With respect to education qualification; the study further showed that diploma holders (45.8%) dominated the study, Bachelors degree (37.9%) and these were followed by certificate holders (9.6%), hence observing that majority of respondents in this sample were relatively qualified in academics.

4.2 Extent of Motivation

The independent variable in this study (motivation) was broken into three constructs and these were; job design (measured with four questions or items), rewards (measured with four items) and employee participation (with three questions or items). All these questions were based on a four point Likert scale, in which respondents were required to show the extent to which they agree or disagree with each question or item. The SPSS software was used to analyze their responses using means and ranks as indicated in table 4.2.



Table 4.2 Extent of Motivation

Items on motivation	Mean	Standard deviation	Interpretation
Job-design			
Your company has managed to standardize and specialize the tasks	3.32	0.421	Very satisfactory
This company always combine tasks in order to give the employees greater variety of work	3.15	0.434	Satisfactory
This company always move/change workers to different tasks periodically	2.57	0.445	Satisfactory
Your company has managed to enhance the actual job by building up the employees through motivation	2.45	0.478	Unsatisfactory
Average mean	3.01		Satisfactory
Rewards			
This company always gives out extra money apart from monthly salary to employees as a way of motivating them	3.33	0.412	Very satisfactory
This company always gives out trophies to the best performing employees	3.12	0.438	Satisfactory
This company always gives out bonuses to employees as a way of motivating them	2.89	0.463	Satisfactory
This company has managed to give out complements to the employees as a way of motivating them	2.25	0.521	Unsatisfactory
Average mean	2.90		Satisfactory
Employee participation			
Your company always allows you to participate during the company's decision making	3.46	0.479	Very satisfactory
This company always gives more opportunities to employees to express their problems	3.08	0.480	Satisfactory
Your company always shares important financial data with employees	2.63	0.512	Satisfactory
Average mean	2.99		Satisfactory
Overall mean	2.97		Satisfactory

Source: Primary data, 201

Results in table 4.2 indicated that the extent of motivation is generally satisfactory and this was indicated by the overall mean of 2.97, implying that the employees in SC Darling ltd Kampala, Uganda are highly motivated. Results further indicated that the extent of motivation differs on different items and in different perspectives; for example, regarding job design, the respondents rated this construct as generally satisfactory (average mean=3.01), implying that SC Darling ltd has always managed to standardize and specialize the tasks among employees

With respect to rewards, results in Table 4.2 indicated that of the four items used to measure the extent of rewards in SC Darling ltd Kampala Uganda; only one item was rated very satisfactory, two were rated satisfactory while one item was rated unsatisfactory. However, the average mean of 2.90, falls under satisfactory on the interpretation scale, implying that SC Darling ltd has always given out extra money apart from monthly salary to employees as a way of motivating these employees Concerning employee participation; on average this construct was rated satisfactory and this was indicated by the average mean of 2.99, hence implying that SC Darling ltd always allows employees to participate during the company's decision making.

4.3 Level of employee performance

In this study, employee performance is the dependent variable and was broken into three parts and these are; completeness (with 3 questions in the questionnaire), accuracy (with three items) and speed (with three questions in the questionnaire). Most of these questions were based on a four point Likert scale and respondents were asked to rate the extent to which employee performance is high or low by indicating the extent to which they agree or disagree with each question or item. Their responses were analyzed using SPSS and summarized using means and ranks as indicated in table 4.3 below;

Table 4.3 Level of employee performance

Items on employee performance	Mean	Standard deviation	Interpretation
Completeness			
Your work always has nothing missing in it	3.56	0.334	Very high
You always produce high quality work	2.70	0.440	High
You always complete your tasks in time	2.61	0.456	High
Average mean	2.96		High
Accuracy			
The work you produce is always free from errors	3.33	0.412	Very high
The work you produce is always 100% reliable	3.28	0.427	High
Your work always has zero tolerance for mistakes	2.61	0.446	High
Average mean	3.07		High
Speed of performing work		0.327	
You have always avoided working at a snail's pace (slow performance)	3.75		Very high
Working at a high speed has helped you increase productivity in this company	2.68	0.453	High
The level of technology available has helped you increase speed when performing work	2.35	0.536	Low
Average mean	2.99		High
Overall mean	3.01		High

Source: Primary data, 2014

Key to interpretation of means

Mean range	Response range
3.26 - 4.00	Strongly agree
2.51 - 3.25	Agree
1.76 - 2.50	Disagree
1.00 - 1.75	Strongly disagree

Interpretation

Very satisfactory
Satisfactory
Unsatisfactory
Very unsatisfactory



Results in table 4.3 indicated that the level of employee performance in SC Darling ltd Kampala Uganda is generally satisfactory and this was indicated by the overall mean of 3.01. Completeness as the first construct on the dependent variable was measured using three items and was rated high on average (mean=2.96), this implies that the work produced by the employees in SC Darling ltd Kampala, Uganda always has nothing missing in it.

With respect to accuracy; results indicated that this construct was rated high and this was indicated by the average mean of 3.07, implying that work produced by the employees in SC Darling ltd Kampala, Uganda is always free from errors.

Concerning speed of performing work; on average this construct was rated high and this was indicated by the average mean of 2.99, this implies that the employees in SC Darling ltd Kampala have always avoided working at a snail's pace (working at a slow speed).

4.4 Relationship between motivation and employee performance

The last objective in this study was to establish whether there is a significant relationship between motivation and employee performance in SC Darling ltd Kampala, Uganda. The researcher stated a null hypothesis that there is a significant relationship between motivation and employee performance, but to achieve this objective and to test this null hypothesis, the researcher used the Pearson's Linear Correlation Coefficient as indicated in table 4.4;

Table 4.4 Significant relationship between Motivation and employee performance

Variables correlated	r-value	Sig	Interpretation	Decision on Ho
Motivation Vs Employee performance	.495	.000	Significant correlation	Rejected

Source: Primary Data, 2014

Table 4.4 revealed a positive significant correlation between the extent of motivation and employee performance ($r = .495$; $\text{Sig} = 0.000$). The null hypothesis was rejected meaning that the extent of motivation and employee performance are significantly related, this also leads to a conclusion that improvement in motivation of workers, it also increases the level of employee performance in SC Darling Ltd Kampala, Uganda.

4.5 Regression Analysis

Table 4.5 Regression Analysis between the Dependent and Independent Variables

Variables regressed	Adjusted r²	F-value	Sig.	Interpretation	Decision on H₀
Employee performance VS Motivation	0.793	16.545	0.000	Significant effect	Rejected
Coefficients	Beta	t-value	Sig		
(Constant)		3.944	0.001	Significant effect	Rejected
Job design	0.457	5.081	0.000	Significant effect	Rejected
Rewards	0.527	7.683	0.020	Significant effect	Rejected
Employee participation	0.375	2.060	0.042	Significant effect	Rejected

Source: Primary Data, 2014

Regression analysis results in table 4.5 revealed that motivation accounted for 79.3% on employee performance and this was indicated by adjusted r squared of 0.793 leading to a conclusion that motivation significantly affects the level of employee performance however 20.7% of the factors not mentioned in this study explain the employee performance. The coefficients section of this table denoted that of all the aspects on motivation, rewards accounted for the biggest influence on employee performance ($\beta=0.457$, Sig=0.000).

CHAPTER FIVE

DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the findings, conclusions, recommendations and suggested areas that need further research following the study objectives and study hypothesis.

5.1 Discussions

This study was set to find out the relationship between extent of motivation and employee performance in SC Darling Ltd Kampala, Uganda, three specific objectives guided this study and these were i) determining the extent of motivation; ii) the level of employee performance in SC Darling Ltd Kampala, Uganda, and (iii) the relationship between the extent of motivation and employee performance in SC Darling Ltd Kampala, Uganda. The findings of the study indicated that majority of respondents in this sample ranged between 30-39 years and these were male (57.1%), 64.6% were married and had only attained diploma as their highest academic qualification (45.8%).

Data analysis using means indicated that the extent of motivation was rated satisfactory on average (mean=2.97), implying that the employees in SC Darling Ltd Kampala are highly motivated. The extent of job design as the first construct on the independent variable was rated satisfactory on average (mean=3.01), implying that SC Darling Ltd has always managed to standardize and specialize the tasks among employees, this also agrees with Jones (2008) who opined that the design of an employee's job can have a significant impact on their job motivation, he also added that job design includes designing jobs that create both a challenging and interesting task for the employee and is effective and efficient for getting the job done (Jones, 2008).

Aswathapa (2001) also noted that job design is understood to be a powerful motivation for more than on a person. In the first place job design is fundamental in the completion of tasks. Work if it is voluntary or pay involves a contract between an employer and

employee guaranteed by the payment of money. The employee takes a pay as the reward for his work and the employer views it as the price for using the service of the employees.

Clark (1990) noted that job motivation is important to the effectiveness of an organization. In any organization, Clark added that job motivation would produce a worker with a high vitality, which refers to positive quality of producing good products. An individual who is highly achievement motivated would tend to be very active in his or her work and tend to be more responsible.

Rewards as the second construct on motivation was rated satisfactory (mean=2.90), confirming that the SC Darling Ltd has always given out extra money apart from monthly salary to employees as a way of motivating these employees. These findings are also in line with Silvestri (1992) who noted that using rewards as motivators divides employee motivation into two categories: intrinsic and extrinsic motivation. He also noted that intrinsic rewards are internal, psychological rewards such as a sense of accomplishment or doing something because it makes one feel good. Extrinsic rewards are rewards that other people give to you such as a money, compliments, bonuses, or trophies (Silvestri, 1992).

Pierce (2003) noted that extrinsic rewards affect people's intrinsic motivation when the rewards are based on increasingly higher performance criteria. Pierce also found that rewarding people for meeting a graded level of performance, which got increasingly more difficult, spent more time on the study's activities and experienced an increase in intrinsic motivation. Participants who were not rewarded at all or only rewarded for maintaining a constant level of performance experienced less intrinsic motivation (Klun, 2009).

Concerning employee participation; this construct was rated satisfactory on average and this was indicated by the average mean of 2.99, hence confirming that SC Darling Ltd always allows employees to participate during the company's decision making. This is also in line with Wiersma (1992) who noted that increasing motivation can be done through employee participation by using open book management, he also added that open-book management is when a company shares important financial data with employees. Sharing

the information empowers employees by putting trust into them and become personally and meaningfully involved with the organization beyond just doing their assigned tasks, which increases their motivation and production. Open book management is a four step process, the first step involves employers sharing financial data with their employees. Employees need to know how the company, as a whole, is doing financially. Next, employers must teach their employees how to read and interpret the financial data. Employees can look at all the data a company gives them. However, to understand the data, they must know how to interpret the numbers. Third, employees have to be empowered to make necessary changes and decisions for the success of the organization. Employers should treat their employees like partners. The last step involves employers paying their employees a fair share of profits through bonuses and incentives. Bonus numbers must be attached to numbers that employees see regularly and can have an impact on in the financial data. With these steps in mind, the friction between employees and between employee/management can be drastically reduced. Four factors must exist for any employee participation program to be successful: 1) Have a profit-sharing or gain-sharing plan where both the employer and employee benefit 2) Implement a long-term employment relationship to instill job security 3) Make a concerted effort to build and maintain group cohesiveness 4) Provide protection of the individual employee's rights (Wiersma, 1992).

The level of employee performance in SC Darling Ltd Kampala was rated high and this was indicated by the overall mean of 3.01, Completeness as the first construct on the dependent variable was measured using three items was rated high on average (mean=2.96), this implies that the work produced by the employees in SC Darling Ltd Kampala, Uganda always has nothing missing in it, this is in line with Toupen (2007) who noted that comprises of the quality of being whole or perfect and having nothing missing, all too rare is the employee who keeps a sufficient tally of her accomplishments at work, he also added that while we might be great at our jobs, setting and reaching ambitious goals, pioneering new ideas, advancing organization's mission, the employees often get too caught up in the moment, or in thinking about the next frontier, to keep good records of what has been done (Toupen, 2007).

Muyinda Wilson (2001) also noted that in the world of performance, nothing can be said to be effective working without an effective worker. Workers' effectiveness is mainly used to refer to the results the worker gets or to the amount of progress towards some specified goals of an organization as a result of instructions.

Accuracy as the second construct on the dependent variable (DV) was rated satisfactory and this was indicated by the average mean of 3.07, hence confirming that the work produced by the employees in SC Darling Ltd Kampala, Uganda is always free from errors, this finding agrees with Stella (2008) who noted that describing an employee's skills in accuracy and detail-mindedness means more than saying, "Has a strong/good/poor eye for detail." Conducting an employee appraisal means using the right phrasing to delineate levels of the employee's abilities, whether they excel or need improvement. The best strategy is to include targeted phrases that energize an employee to keep up the good work in key areas, while also encouraging employees to focus more carefully on the quality and quantity of their work where needed (Stella, 2008).

Prasad (2002) connoted that the basic logic of monetary incentives is that individuals will use their potentials for better performance in order to earn more money. Money may potentially be an effective motivation regardless of the level one has attained or the amount of money one is earning. This is in line with Mason's observations that pay in one form or another is certainly one of the main springs of motivation in our society. Prasad further more stated that, some people argue that money does not have similar impact on all. Herzberg found out that money does not motivate personnel but only acts as a maintenance factor. Money is actually used as a means for keeping an organization adequately staffed and not as a motivator.

Concerning quality of education; on average this construct was rated high and this was indicated by the average mean of 2.99, hence confirming that the employees in SC Darling Ltd Kampala have always avoided working at a snail's pace (working at a slow speed), this is also in line with

Linda (2001) who noted that employees who work at a snail's pace can frustrate their coworkers and slow down productivity, making it difficult for departments to keep up with business demands. Supervisors who observe employees working at slower speeds than normal should first explore reasons that are attributable to the company (Linda, 2001).

Koontz (1998) also noted that individuals' desires and drives are conditioned by physiological needs arising from the person's background. But what people are willing to strive for is also affected by the organizational climate in which they operate. At times a climate may curb motivations at times it may arouse them.

The findings also indicated a positive and significant relationship between the extent of motivation and employee performance ($r = .495$ & $\text{Sig} = 0.000$ respectively), this is because the significant value was less than 0.05, which is the maximum level of significance required to declare a relationship significant. Therefore implying that improvement in motivation activities increases the level of employee performance in SC Darling Ltd Kampala, Uganda, the findings still indicated that the extent of employee performance is affected by motivation and this was evidenced by the adjusted r-squared where it contributed 79.3% with its corresponding f and sig values ($f\text{-value} = 16.545$ and $\text{sig} = .000$) respectively, still the findings denoted that of all the aspects of motivation, rewards accounted for the biggest influence on employee performance ($\beta = 0.527$, $\text{Sig} = 0.020$). This is also in line with Jones Gareth (2003) who looked at performance as the ability of an individual to perform a task. He also argued that for an organization to achieve its stated goals there should be indicators that determine performance in an organization. Staff motivation is the process of inspiring people to do their best in achieving organizational goals. It is a process of stimulating, impelling, inducing, active interests, and excellence in an activity. It equally involves the willingness to spend energy to achieve a goal / reward.

5.2 Conclusions

The extent of motivation was rated satisfactory on average (mean=2.97), hence concluding that the employees in SC Darling ltd Kampala are highly motivated.

The level of employee performance in SC Darling ltd Kampala was rated high and this was indicated by the overall mean of 3.01 hence concluding that the employees in SC Darling ltd Kampala, Uganda perform their duties according to the expectations.

There is a positive and significant relationship between the extent of motivation and employee performance($r = .495$ & $\text{Sig} = 0.000$ respectively), hence concluding that improvement in motivation activities increases the level of employee performance in SC Darling ltd Kampala, Uganda, and among all the aspects of motivation, rewards accounted for the biggest influence on employee performance ($\beta = 0.457$, $\text{Sig} = 0.020$).

5.3 Recommendation

1. The researcher recommends to the management of SC Darling ltd Kampala, Uganda to find the possible ways of enhancing the actual job by building up the employees' talents through motivation.
2. The researcher recommends to the management of SC Darling ltd Kampala, Uganda to give out more complements to the employees as a way of motivating them.
3. Still the researcher recommends to the management of SC Darling ltd Kampala, Uganda to always shares important financial data with employees.
4. The researcher recommends that the management of SC Darling ltd Kampala, Uganda should provide advanced technology which can help the employees increase speed when performing work.

5.4 Areas for further research

Prospective researchers and even students are encouraged to research on the following areas;

1. Job design and employee performance in SC Darling ltd Kampala, Uganda.
2. Rewards and employee performance in SC Darling ltd Kampala, Uganda.
3. Motivation and completeness of work among employees in SC Darling ltd Kampala, Uganda.

5.5 Limitation of the study

- Some key informants were revealed in detail the gaps and deficiencies that could affect its success; this could affect the content validity of the first research question.
- The research environments were classified as uncontrolled settings where extraneous variables could influence on data gathered such as comments from other respondents, anxiety, stress, motivation on the part of the respondents while on the process of answering the questionnaires.
- Testing: the use of research assistants that rendered inconsistencies such as differences in conditions and time when data was obtained from respondents. This was minimized by orienting and briefing the research assistants on the data gathering procedures.
- Instrumentation: the research tools were non-standardized hence a validity and reliability test were done to arrive at a reasonable measuring tool.

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APPENDICES

APPENDIX I: TRANSMITTAL LETTER

OFFICE OF THE PRINCIPAL COLLEGE OF HIGHER DEGREES AND RESEARCH (CHDR)

March 7th, 2013

Dear Sir/Madam,

RE: INTRODUCTION LETTER

Mr. ISMAIL IBRAHIM ABDALRAHIM is a benefited student of *Kampala International University* pursuing a Master of Arts in human resources Management. He is currently conducting a field research for his Theses titled, “**MOTIVATIONAL AND EMPLOYEE PERFORMANCE IN SC DARLING LTD UGANDA**”.

Your Organization has been identified as a valuable source of information pertaining to his research project. The purpose of this letter is to request you, to avail him with the pertinent information he may need. Any data shared with him will be used for academic purposes only and shall be kept with utmost confidentiality.

Any assistance rendered to him will be highly appreciated.

Yours truly,

Dr. SOFIA

Principle (CHDR)

APPENDIX II: CLEARANCE FROM ETHICS COMMITTEE

Date _____

Candidate's Data

Name: ISMAIL IBRAHIM ABDALRAHIM

Reg. No: MHR/39754/133/DF

Course: Master of Arts In Human Resource Management

Title of Study: "MOTIVATIONAL AND EMPLOYEES PERFORMANCE IN SC DARLING LTD UG".

Ethical Review Checklist

The study reviewed considered the following:

- ___ Physical Safety and Psychological wellbeing
- ___ Privacy /Anonymity/Confidentiality
- ___ Coding of Responses and Generalizations of findings
- ___ Permission to Conduct the Study
- ___ Informed Consent
- ___ Citations/Authors Recognized

Results of Ethical Review

- ___ Approved
- ___ Conditional (to provide the Ethics Committee with corrections)
- ___ Disapproved/ Resubmit Proposal

Ethics Committee

Ethics Committee (Name and Signature)

Chairperson _____

Members' _____

APPENDIX III: INFORMED CONSENT

I am giving my consent to be part of the research study of Ismail Ibrahim Abdalrahim that will focus on the motivational and employees performance at SC darling LTD UG.

I shall be assured of privacy, anonymity and confidentiality and that I will be given the option to refuse participation and right to withdraw my participation anytime.

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

Initials: _____

Date _____

APPENDIX IV: RESEARCH INSTRUMENT

SECTION A: Profile of respondents

Age: (a) 20-29 years, (b) 40-59 years, (c) 60 and above years

2. Gender

_____ (1) Male

_____ (2) Female

3. Marital Status

___ Single

___ Married

___ Divorced

4. Educational qualification

1) Primary ()

2) Secondary ()

3) Certificate ()

4) Diploma ()

5) Bachelors degree ()

6) Master's degree ()

SECTION B: Motivation

Direction: Below are some items that provide information on motivation, tick with the number that best reflects how you rate motivation in your company. Please use the answer key below;

Rating	Response Mode	Description
4	Strongly Agree	You agree with no doubt at all
3	Agree	You agree with some doubt
2	Disagree	You disagree with some doubt
1	Strongly disagree	You disagree

Job design

1. -----This company always combine tasks in order to give the employees greater variety of work
2. -----Your company has managed to standardize and specialize tasks
3. -----Your company has managed to enhance the actual job by building up the employees through motivation
4. -----This company always move/change workers to different tasks periodically

Reward

1. -----This company has managed to give out complements to the employees as a way of motivating them
2. -----This company always gives out trophies to the best performing employees
3. -----This company always gives out bonuses to employees as a way of motivating them
4. -----This company always gives out extra money apart from monthly salary to employees as a way of motivating them

Employee participation

1. -----This company always gives more opportunities to employees to express their problems
2. -----Your company always shares important financial data with employees
3. -----Your company always allows you to participate during the company's decision making

SECTION C: EMPLOYEE PERFORMANCE

Direction: Below are some items that provide information on employee performance in your company, tick with the number that best reflects how you rate employee performance. Please use the answer key below;

Rating	Response Mode	Description
4	Strongly Agree	You agree with no doubt at all
3	Agree	You agree with some doubt
2	Disagree	You disagree with some doubt
1	Strongly disagree	You disagree with no doubt at all

Completeness

1. -----Your work always has nothing missing in it
2. -----You always complete your tasks in time
3. -----You always produce high quality work

Accuracy

1. -----The work you produce is always 100% reliable
2. -----Your work always has zero tolerance for mistakes
3. -----The work you produce is always free from errors

Speed

1. -----Working at a high speed has helped you increase productivity in this company
2. -----You have always avoided working at a snail's pace (slow performance)
3. -----The level of technology available has helped you increase speed when performing work

RESEARCHER'S CURRICULUM VITAE

Profile

Name : ISMAIL IBRAHIM ABDALRAHIM
Gender : Male
Nationality : Sudanese

Educational Background

1. Bachelor of Arts in urban science (Honors), Alzeam Alazehri University Khartoum, Sudan 2006 .
2. High Secondary School Certificate , Alrank , (2000-2001)
3. Intermediary School Certificate, Alrank (3) Intermediary School, 1997
4. Makerere business institute certificate , in business management 2012

Other Trainings and Courses attended

1. Professional studies in English language, Makerere University, 2009.
2. Diploma of computer, Khartoum University, 2003.

Work Experiences

Post:

HF-5549.5
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