

**MOTIVATION AND EMPLOYEE PERFORMANCE  
A CASE STUDY OF KENYA FERRY SERVICES**

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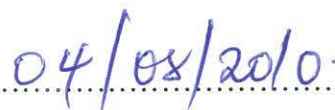
**AUGUST 2010**

## DECLARATION

I Kale Swabra Sadiq declare that the presented work in this research is my own work and has never been presented in any institution for any academic award.

Sign.....

Date .....



### APPROVAL

It is to acknowledge that Kale Swabra Sadiq was my under supervision and is now ready to present the work for the award of her degree in Human Resource Management at Kampala International University

Sign  .....

**Mr Wandiba Augustine**

**SUPERVISOR**

Date 04/08/2010 .....

## **DEDICATION**

I dedicate this work to my father Mr. Sadiq, my dear mother Aisha Abdala Musa, my sisters and brothers who have supported me. Special dedication goes to Mr. Patrick Laloyo for the utmost support and encouragement he has given me throughout this project.

## **ACKNOWLEDGEMENT**

My sincere gratitude goes to my supervisor Mr.Wandiba for the support and assistance he gave me during the period of this research; he has also been a parent who has been in position of guiding me through my career may god reward him abundantly.

I really thank my parents for the support they gave me during this very hard period of my school life both financially and encouragement support during my study at Kampala International University.

Special thanks goes to Kenya ferry service for the assistance they gave me during my field work in their organization may god reward them too abundantly

Thank to my friends both of Kampala International University and at home for the encouragement they gave me at this very period ,special thanks goes to Mr. Salim Omar Dzivwa who is the human resource officer at Diani reef beach resort for the assistance he gave in undertaking this project.

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## **ABSTRACT**

The studies do focus much on the impact of motivation and employee performance Kenya ferry services at the old kilindini likoni.

The research problem were whether there is a relationship between motivation and employee performance, the different forms of employee motivation, the impact of motivation and employee performance

The research used both the quantitative and qualitative method in the collection of data during the period of the study to facilitate easy interpretation and analysis of the data

The population sample was 100 employees form each section of the organization of which each department was a collection of 20 employees this was the best figure in order to carter for both men and women at the place of work.

Basing on the research the findings were that their was a close relationship between motivation and employee performance at the work place meaning that proper motivation would definitely result to good performance. it was also realized that the form of motivation the employee really suited them best was the extrinsic form 65% ,the form that the company used was the intrinsic composed of 45% and the form that influenced performance was the extrinsic form and with the third objective was that it was realized that motivation that an impact on employee performance composed of 95%,89% said that motivation does not promote job satisfaction and lastly motivation do boost employees morale composed of 88%.

Conclusion basing on the findings it was concluded that motivation has a relationship with employee performance, the form of motivation that suited the employee best was the extrinsic form, the intrinsic form was best used by the company, while the extrinsic form influenced employee performance lastly it was realized that motivation has an impact on employee performance, motivation of employees did not promote job satisfaction and to finish with motivation of employees boosted their morale.

Basing on the findings I recommended that equality should be promoted at work ,motivation should be each mans business it should not be left to the top management alone and to finish with top management should be ready to support motivation at work.

## CHAPTER ONE

### 1.0 Introduction

#### Background of the study

Globally, the management of any organization has the professional and moral responsibility of ensuring that the work place will be conducive enough to motivate its employees if higher performances are its core value.

Motivation refers to the increase in the morale of employees or as other scholars may put it is an external pressure which encourage, urge or prompts a person or a group or act or not in a certain way or manner,(Armstrong,2006).

Moreover,*Draft(1997)* views motivation as the forces either (intrinsic) or (extrinsic) to a person that arouses enthusiasms and persistence to pursue a certain course of action.

In addition,*Dawson(1996)* defines motivation as the main spring of behavoiur that explain why individuals choose to expand a degree of efforts towards achieving a particular goal, likewise Denny(1997) contends motivation is getting somebody to do something because they want to do it.

Motivation is defined as through ps ychological force that determines the direction of a person's level of effort and a person's level of persistence (Jones et al 2003).

Performance can be defined as a strategic and integrated approach to delivering sustained success to organization by providing the performance of the people who work in them and by developing the capabilities of teams and individual contributions. Armstrong and Baron (1998).

Furthermore, performance can be defined as the achievement of qualified objectives but performance is a matter not only what people achieve but how they achieve, the Oxford English dictionary confirms this including phrases 'carrying out' in its definition of performance (Armstrong,2006).

Various studies have being carried out by behavioral scientists to measure or establish the degree of relationships between morale and productivity of workers in an organization.

Motivation therefore is a critical function of management. It has a number of challenges and unless taken care of, it may not achieve its desired objective. People come to work for

different reasons and will be motivated by different things to undertake their tasks. Therefore, achieving the desired motivation plan is not a simple calling but rather one that requires understanding of the complexity that people have to work together.

Work motivation represents a fundamental determinant of effective individual behavior and performances in organizations. Over the past century, research advances on work motivation have provided cohesive picture of the cognitive processes and mechanisms by which individual adopt goals and implement self regulatory processes to facilitate strong performance accomplishments.

*Kanfer (1990)*, although persons and situational factors have long been as critical element of motivational processing, the bulk of theory and research on contextual determinants will focus on broad of job, such as skills variety.

*Hackman& Oldham (1976)*, or the influence of group phenomena, such as norms, *Hackman (1992)* and their effects on motivation and attitudes at specific point in time.

However, for companies to perform,a manager should be in position of motivating their manpower to enhance productivity increment and be in position to reduce labor stability ,but this does not happen with Kenya Ferry Service being the largest Corporation offering ferry services in Kenya, needs to enhance its performance through the appropriate ways of motivating its staff. As up to 150,000 pedestrians and 3000 vehicles use the ferry on daily basis crossing to and from Likoni land to the Mainland, but in reality it does not conduct motivation towards its employees as there is no proper coordination of member as they always look relaxed when members and motor vehicles are crossing resulting to accidents. (Daily nation 15th September 2008).

### **1.1 Statement of the problem**

Organizations, have to motivate its employees for it to perform better and enhance productivity increase and improvement ,but this does not happen with Kenya Ferry where members are relaxed instead of coordinating their work when client are crossing which results to so many accidents taking place at the island. It is because of this that triggered the researcher to undertake this study.

### **1.2 Purpose of the study**

The objective of the study will be to examine the relationship between motivations on the performance of employees at Kenya Ferry Services Limited.

### **1.3 Specific objectives of the study**

1. To establish the relationship between motivation and employee performance.
2. To determine the different forms of motivation of employees.
3. To determine the effects of motivation on employee performance.

### **1.4 Research questions**

1. What is the relationship between motivation and performance of the employees?
2. What are the different forms of motivation of employees?
3. What are the effects of motivation on employee performance?

### **1.5 Scope of the study**

The study was on the impact of motivation and employee performance conducted on August 2010.

#### **1.5.1 Geographical study**

The study was conducted in the newly created kilindini district which is located at the south coast Likoni of Kenya and respondents will only be the employees of Kenya Ferry Services.

#### **1.5.2 Content scope**

The research study will limit itself to the concept of motivation and employee performance and particularly see to establish the relationship between motivation and employee performance, different forms of motivation of employees and effects of motivation on employee performance

### **1.6 Significance of the study**

The study sought to be helpful in the following ways:

- The study helped the student understand in depth, the concept of motivation and its role on employee performance at work.
- The study helped the management of Kenya Ferry Service to understand well the role to be played by motivation on employee performance and come up with effective motivational programmes.
- The study helped Kenya to come up with proper motivational policies to ease the problem of brain drain and increase the performance of staff especially in the ministry of labor and Human Resources Development.

- The study helped researchers and academicians to increase on the frontiers of knowledge and add on to the available literature for further studies.
- The findings of this study is helpful to present and future managers, administrators, economist and planers to come up with effective and efficient motivational strategies for high productivity of workers.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.0 Introduction

This chapter will talk about theoretical frame work, conceptual frame work and related literature which will be revealed objective by objective from chapter one.

#### 2.1 Theoretical framework

This theory tries to look at the role of motivation in the overall work environment especially when they expect that they will be able to achieve the things they want from their jobs by looking at human beings as rationale people who think of what they should do to get rewarded and how much the reward means to them before they perform their job. (*Baron et al 1997*)

It is normally composed of three components of which include, *expectancy, instrumentality and valence* of which expectancy is simply the belief that their effort will contribute to particular performance.

Instrumentality meaning that their effort will be rewarded and valence indicate the receiving of the reward that they value according to them thus, tries to show that when the level of expectancy, instrumentality and valence is high then this makes the employee to be motivated and be in position to produce high performance and on the other hand, if the expectancy is high, instrumentality is high too, but when valence is low then it is low in that the employees will have low motivation to perform in their jobs (*Baron et al 1997*)

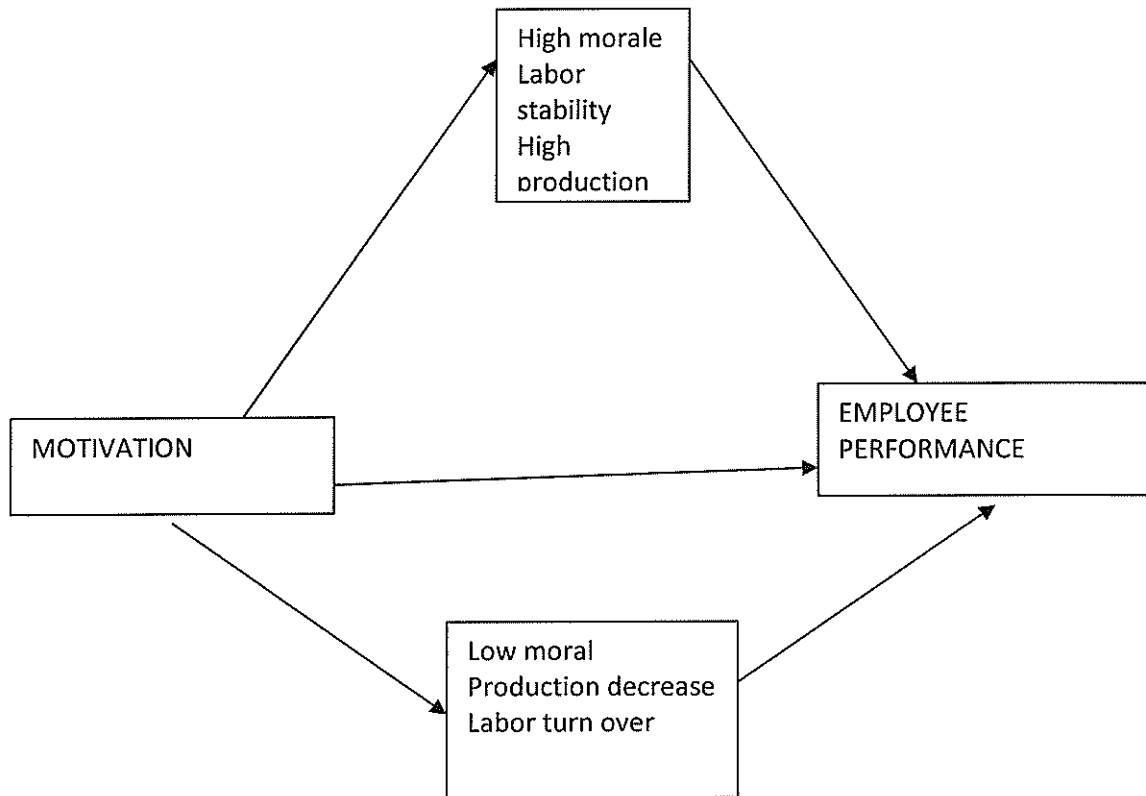
In addition expectancy theory also recognizes that job performance will be influenced by peoples' *roles, perceptions*. In other words, what they believe is expected of them on the job. To the extent that there are disagreements above what ones jobs, duties and performance may suffer.

It also takes into account the role of opportunities to perform ones job as even the best employees may perform at low level if their opportunities get limited (*Baron et al 1997*)

It is important to recognize the expectancy theory view of motivation as one way of several determinants of job performance.

## 2.2 The conceptual framework

Increase in production



Source; self initiated.

This frame works illustrates that employees need to be motivated with factors such as advanced technology which boosts their performance at the work place.

## 2.3 Related literature.

The related literature will try to focus mainly on the objectives that had been stated in chapter one of which includes the relationship between motivation and employee performance, the different forms of motivation and effects of motivation on employee performance.

### 2.3.1 Relationship between motivation and employee performance.

Motivation can lead to behaviors that reflect high performance within an organization. Therefore motivation helps to satisfy employee needs and simultaneously encourage high work performance, in that the person to be motivated will have a zest for life and it will be a pleasure to be with in the firm.(Draft 1997)

In addition, well motivated people are those with clearly defined goals who take action that



they expect will achieve those goals, hence management motivates people by providing means for them to satisfy own satisfied needs. For instance, when morale and motivation of employees is high, they will go extra miles to help the company's continued success and protect their investment with enthusiasm and hard work.(Armstrong,2001)

Armstrong and Baron (1998), observed that if working conditions are put in place especially the materials and inputs, the machine and right manpower materials then, the performance of staff will be enhanced. Hence, leading to increased commitment, increased productivity and efficiency, improved quality due to better methods of production because workers are willing to devote extra efforts and knowledge to the production of quality goods and services.

Dessler (2000) also argues that giving the people the information they need to do good job will stimulates the staff performance because workers need the information which is complete. This is in line with *Donald (2000)*, who also affirms that motivation facilitates communication, in an organization effective communication, that is transmitting information from the sender to the intended audience and getting the correct feedback (completeness, concrete and clarity, concise, courtesy) increases performance of employees to do work well. Heinemann (2000), states that clarifying on the objectives, the performance standards and the outcome of a particular job the questions of what to motivate why, how, by whom and when to motivate will be answered. Hence, motivating the workers and this plays central role since the motivated workforce impacts on many organizational variables such as customer care, service quality, organizational, flexibility, minimization and above all survival.

### **Maslow's hierarchy of needs**

This theory suggests that people must fulfill five groups of needs of which have to be fulfilled.

Therefore since the theory of needs illustrate motivation as a systematic and dynamic process that recognizes the need for change then, workers should be motivated.

However, if workers are demotivated then their performance of work will go down, leading to low production of goods and services. He argues the employers to publicly recognize the workers efforts, knowledge, talent by giving them certificate of merit for which they have contributed to the organization. He further argues the employers to train the staff in the job; this will enhance the performance of staff at their work place Armstrong and Baron (1998).

### **2.3.2 Determine different forms of motivation.**

The forms of motivation are:

***Intrinsic motivation:*** This form of motivation is brought about by sense of achievement of which if the employee feels a sense of accomplishment then he gets motivated to perform at his place of work(Greenberg et al 1998).

***Extrinsic form:*** This form of motivation that is external of which if an employee has been promised to be rewarded in monetary terms then he definitely gets motivated to perform in his unit section of work(Greenberg et al).

***Positive form:*** when an employee feels a sense of recognition of what he has done then this encourages him to work harder especially if his team members have appreciated of what he has done this motivates him(Chandan ,2001).

***Negative form:*** this form is much based on fear meaning that if an employee is threatened of not performing his work that he will be fired then this make him to work thus contributing to organizational performance(chandan,2001).

### **2.3.3 Impact of motivation on employee performance**

**Production increase:** proper motivation of manpower at the place of work makes the employee feel happy of which this contributes to performance increase as they will have the desire to perform leading to production increment(Aswathappa,2001).

**Promotes labor stability:** when employees get motivated at the workplace then they will not have the desire to leave the organization and go to another organization as they will take the organization as the employer of choice hence promoting labor stability(Aswathappa,2001).

**Attracts competent manpower:** the implementation of the motivational concept in an organization do really attract competent employees from other organization as the company will send a message to the outside world hence attracting employees with different talents leading to operational flexibility(ivancevich,2001).

**Boost morale:** employees really get their morale boosted especially when they realize that they are well motivated by the organization this makes them to unlock their efforts to work

for the betterment of the organization(Ivancevich).

**Job satisfaction:** employee get job satisfaction especially if the organization properly motivates definitely they will be in position to like their work thus making them to spend much of their time at the place of work ,but poor motivation of them makes them not to have the desire to like their job hence leading to job satisfaction(Rao,2001).

**Goal attainment:** proper motivation of the employees makes them to spend much of their time at the place of work knowing that they will be rewarded for their effort thus this makes them to be in position of doing their work on time coordinating their efforts hence contributing to goal attainment on time, poor motivation makes them spend lot of time resulting to poor attainment of the set target on time(Rao,2001).

**Employee loyalty is promoted:** when employees feel that they are properly motivated you will find that they will not let down the organization, basing on this they will take themselves as part and parcel of the organization simply because if they are beefing then they should also try their best to benefit the organization and it is through this that employee loyalty is promoted at the work place(Rao,2001).

**Reduces supervision:** proper motivation of manpower at the place of work do normally help in reducing supervision of the employees at the workplace in the sense that they will be ready to work with minimum supervision by following the required organizational policies as expected, this provides an opportunity for the superiors to utilize the time for supervision for other aspects of the organization hence providing an opportunity for the organization to move forward(Ivancevich,2001).

**Reduces absenteeism:** when employees feel that they are well motivated definitely issues to do with absents do normally get reduced at the work place, hence providing an added advantage over its competitors in the same industry, as the employees will know that if they will not come to work then they will not be get motivated and because of this then all in all they will have to come to work to be motivated, thus reducing absenteeism(Ivancevich,2001).

**Reduces recruitment cost:** motivation of the employees in the organization to reduce recruitment cost in this essence it shows that they will not have the desire to leave the organization, hence reducing the recruitment cost of hiring new employees to the organization(Rao,2001).

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.0 Introduction**

This chapter puts forward the research method that was during the study and are categorized in the following section; research design, area of study, population of the study, population sample, data collection instruments and data analysis.

#### **3.1 Research design**

The researcher used the quantitative and qualitative technique in the collection of data to facilitate easy interpretation of the data.

#### **3.2 Population of the study**

The study was conducted basing on only the employees of Kenya Ferry Services including departmental heads and managers.

#### **3.3 population sample**

The sample population was of 30 employees in the organization.

#### **3.4 Data collection instruments**

The researcher used interviews and questionnaires to collect data from the targets population.

##### **3.4.1 Interviews**

Both structured and unstructured interviews were used to collect data at Kenya Ferry Services employees. This is because interviews provide one-on-one information, creating good rapport with the interviewee and promote flexibility.

##### **3.4.2 Questionnaires**

Both questionnaires were closed and open ended distributed at random to the respondents. These enables the respondents to consider all possible responses and also making use of self administering format. This will make easier analysis of the questionnaires and a great number of responses.

### **3.5 Data analysis**

The data was analyzed quantitatively and statistically using the micro office excel presented in the form of graphs, pie charts and tables to facilitate easy interpretation of the data.

## CHAPTER FOUR

### PRESENTATION AND ANALYSIS OF DATA

#### 4.0 Introduction

This chapter ties to talk on how data will presented of which this will be done basing on the research questions from the chapter two, of which some of the research question that were asked included the following ,the relationship between motivation and employee performance, the different forms of motivation and the impact of motivation on employee performance.

#### 4.1 The relationship between motivation and employee performance.

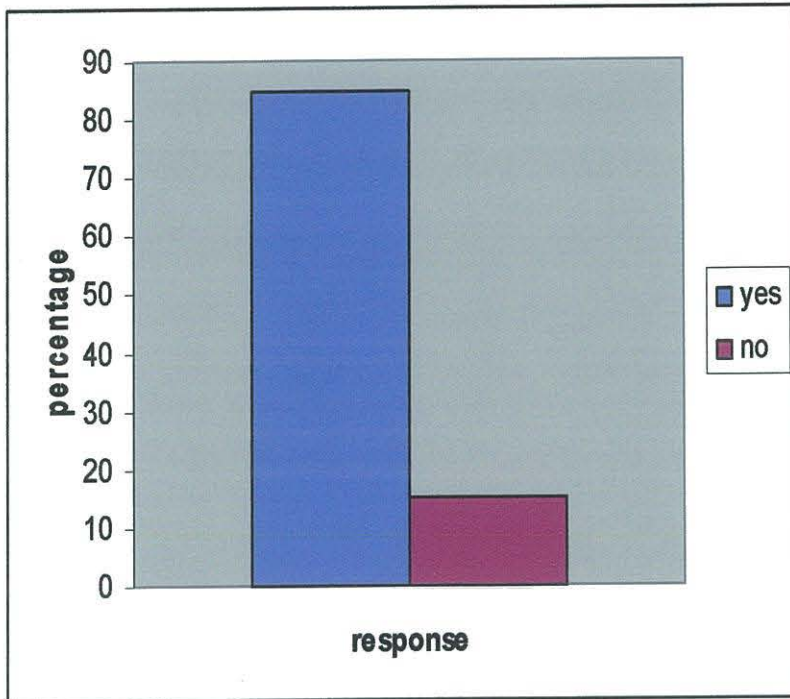
Basing on the find it was realized that there was relationship between the two variables as shown by the below table.

**Table 1 opinion on whether motivation**

Is there a relationship between motivation and employee performance	Yes	No	Totals
Frequency	85	15	100
percentage	85	15	100

**Source:** primary output

Basing on the finding it a was realized that motivation has a relation with performance as you find that 85% of the respondents said that motivation has a relationship with motivation, while 15% said that there is no relationship between motivation and employee performance say9ing that despite the fact that member get motivated still performance can not increase especially if employees have a negative attitude towards the job. this is clearly indicated by the below graph.



**Figure 1 Showing Relationship between motivation and employee performance**

Further more 10 respondents were interviewed and responded as below;

7 corresponding 75% of those interviewed said that motivation has a great relation with employee performance given that right motivator factors like conducive environment to work. However 3 corresponding to 25% of respondents interviewed said that there is no relation between motivation employee performances given solid factors such as low employee moral e that brings about job dissatisfaction

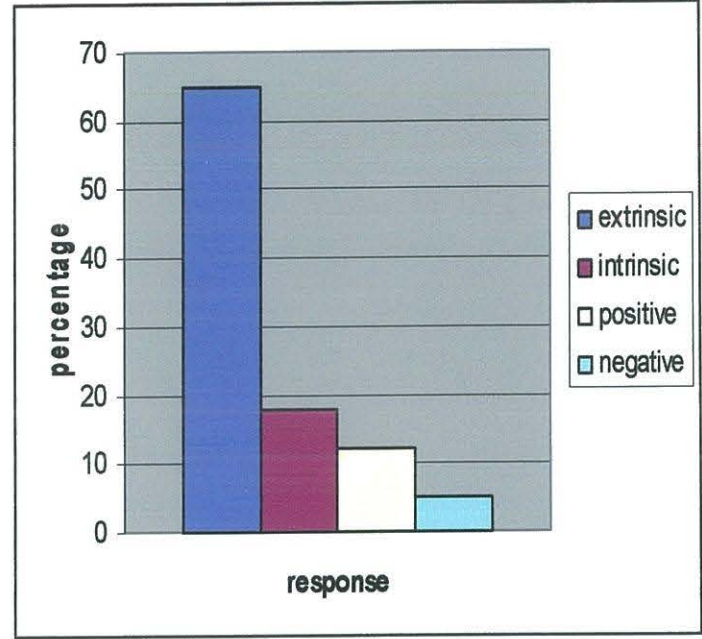
#### **4.2 The different forms of motivation**

The question that they were asked included the form of motivation that suits then best, the form of motivation that the company was using and the form of motivation that influenced employee performance in the organization.

**Table 2: The form of motivation that suits the employees best**

What form of motivation suits best the employees	Extrinsic	Intrinsic	Positive	Negative	Totals
Frequency	65	18	12	5	100
percentage	65	18	12	5	100

Basing on the findings it was realized that 65 % of the respondents said that the form of motivation that was best for them was the extrinsic form ,18% said the intrinsic form was good for the ,12 % of the employees also said the positive form was much better for them and lastly 5% concluded that the negative form was best for them in the sense that if they are motivated negatively they will be ready to perform simply because they know that any time they can leave the company thus this makes them concentrate on their work very much. This was also presented in a graph format as indicated below.



**Figure 2 Showing the different form of motivation motivation best suiting the employees**

Furthermore, 12 respondents interviewed gave the following response 6 corresponding 85% of interviewed respondents and extrinsically motivated in terms of monetary terms whereas a small percentage of 10% that is 4 interviewed are intrinsically motivated and feel a sense of accomplishment best achieved besides 2 that makes 5% are totally not motivated in and reason being seeking better job opportunities elsewhere hence negative about motivation.

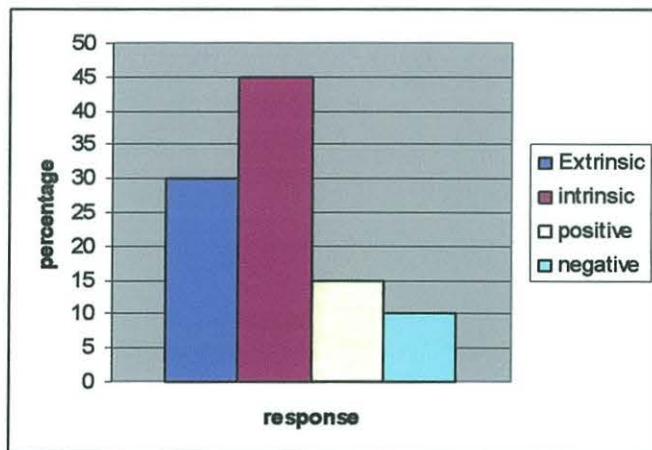
The respondents were also asked the form of motivation that the company was using to motivate its employees



**Table 3 The form of motivation that the company was using**

What form of motivation is using to motivate its employees	Extrinsic	Intrinsic	Positive	Negative	Totals
Frequency	30	45	15	10	100
percentage	30	45	15	10	100

The table above shows the form of motivation the company uses to motivate its employee, as 30 % said they were motivated extrinsically as this made them be in position of catering for their daily needs thus making them to concentrate in the organizational work ,45% said it was intrinsically this made them to get a sense of accomplishment hence making them have the desire to perform as they will have the feeling that members of the team are recognizing their efforts at the place of work and its because of this that would enable them perform much better,15% said they were being motivated positively and the last group said it was negatively. this data was also presented in a graph format as indicated below.



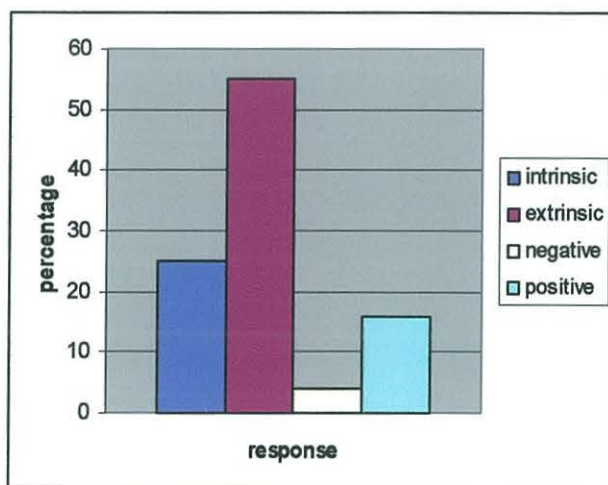
**Figure 3 showing the different forms of motivation used by the company against the employee's level of motivation**

Lastly they were also asked the form of motivation that influenced employee performance in the organization

**Table 4 The form of motivation that influences employee performance.**

Which form of motivation influences employee performance	Intrinsic	Extrinsic	Negative	Positive	Totals
frequency	25	55	4	16	100
percentage	25	55	4	16	100

Having obtained the data it was realized that 25 employees(25%) said that the form of motivation that influenced employee performance was the intrinsic form of motivation as a sense of accomplishment and achievement makes them happy thus getting committed to the organizational work,55% of the respondents said that the extrinsic form of motivation makes them concentrate in the organizational work .in this essence it showed that proper provision of extrinsic form of motivation makes employees work with no worry at work as they will have taken care of their daily obligation hence contributing to performance increase,4% said the negative form was best in the manner that fear of threats makes employees have the timid of being fired at their place of work thus making them to work more harder, lastly 16% said the positive form worked best for them at the place of work. this has been presented by the below graph



**Figure 4 showing the impact of motivation and the level of influence of employee performance**

Furthermore 15 respondents were interviewed and 5 respondents that makes 35% said that they are intrinsically motivated and feel happy and a sense of fulfillment being at work.

Whereas 7 corresponding to 55% of those interviewed are extrinsically motivated as regards tangible rewards with money value. However the remaining 3 makes 10% of those interviewed said the positive form of motivation influence employee performance because they get recognition from others and it feel good.

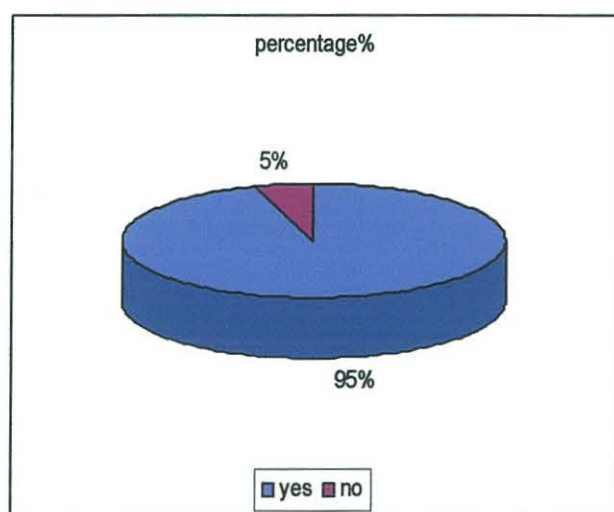
### 4.3 The impact of motivation on employee performance

A number of questions were asked on the impact of motivation of which include, does motivation have an impact on employee performance, does motivation promote job satisfaction and does motivation boost the morale of employees

**Table 5 Does motivation have an impact on employee performance.**

Does motivation have an impact on employee performance	Yes	No	Totals
Frequency	95	5	100
percentage	95	5	100

Basing on the finding it was realized a bigger percentage of the employees at Kenya Ferry Services said that motivation has an impact on employee performance as through the findings it was realized that 95% of the respondents said that motivation has an impact on employee performance, while 5% of the employee said that motivation had no impact on employee performance at all. This was presented by the below graph as indicated by the findings above.



**Figure 5 showing the percentage of impact of motivation on employee performance**

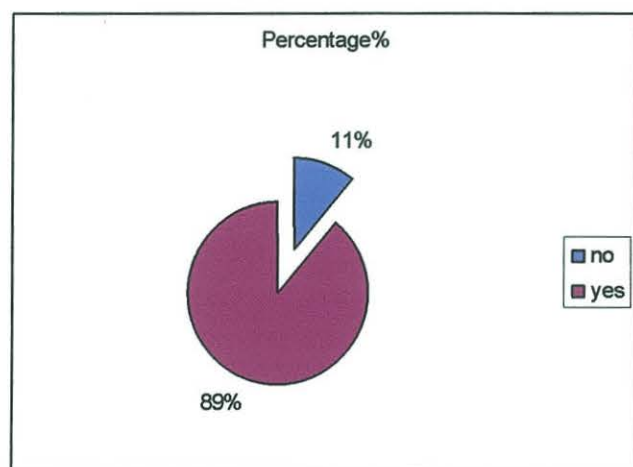


Another question was whether motivation was promoting job satisfaction on the side of the employees .

**Table 6 Does motivation promote job satisfaction?**

Does motivation promote job satisfaction	No	Yes	Total
Frequency	11	89	100
Percentage%	11	89	100

Basing on the findings it was realized that motivation really does not promote job satisfaction on the side of the employee of which this was proved by 89% of the employees who said no by response ,the reason being that members may be well motivated but if the job its self is not good then still job satisfaction will not be promoted at all, while 11 % of the respondent said that it was promoting job satisfaction in the manner that if employees are well motivated then it means that job satisfaction will be gained by the employees at the place of work despite how the job is. this was clearly interpreted by the below pie chart.



**Figure 6 Showing the percentage of motivation that brings about job satisfaction on employees**

Furthermore 8 respondents were interviewed and 2 respondents that make 20% said motivation does not promote job satisfaction given unfavorable working conditions. Whereas 80% that form the remaining 6 respondents of these interviewed said yes motivation does promote job satisfaction and thus fulfilling to employees.

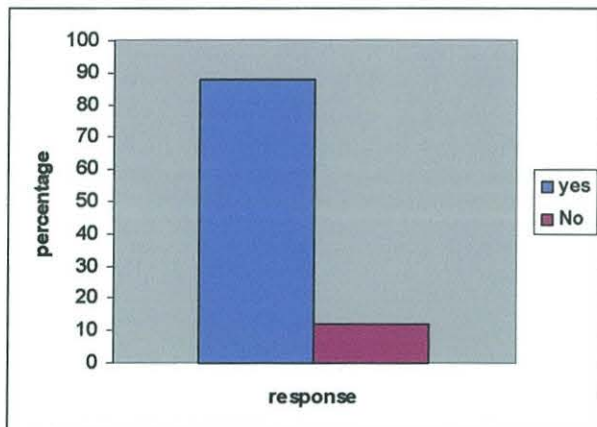
The last question was whether motivation do boost employees morale.

**Table 7 Opinion on whether motivation boosts employee's morale.**

Does motivation boost the morale of the employees	Yes	No	Totals
Frequency	88	12	100
percentage	88	12	100

**Source:** questionnaire output

It was realized that motivation was boosting the morale of the employees as this was presented by 88% of the respondents at the workplace the reason being that if they are motivated then they will have the desire to perform as they will have the feeling that they are part and parcel of the organization thus making them to perform, while 12% of the respondents said that motivation does not boost employees morale in the essence is they will take it as their right so once they don't frequently get motivated then they will take it as their right hence making them no to perform. This was also presented in a graph form as shown below.



**Figure 7 Showing the level of morale boosting in employees derived from motivation**

Furthermore 10 respondents were interviewed 9 respondents that forms 90% of respondents said motivation boosts employee morale and work towards increase in output and productivity because they feel that they are taken care off. While one respondent that made 10% of those interviewed said that motivation does not boost employee morale and to be motivated under all circumstances and hence it does not excite them much more.

## **CHAPTER FIVE**

### **DISCUSSION, CONCLUSION AND RECOMMENDATION**

#### **5.0 Introduction**

This chapter tries to explain the findings from each of the research questions that were posed.

#### **5.1. Discussion of the findings:**

The finding were realized that motivation was characterized by reducing labor stability, increase in production, boosting of morale on the side of the employees and employee loyalty gets promoted at work

##### **5.1.1 The relationship between motivation and employee performance**

It was found that motivation has a relationship with employee performance in then organization which it was presented by 85% of the employees said that there was a close link between motivation and employee performance of which proper motivation contributes to high performance; as supported by (Draft 1997) that motivation can lead to behaviors that reflect high performance within an organization. While 15% said there is no connection between the two variables at all

##### **5.1.2 The different forms of motivation**

It was realized that the form of motivation that suited the employees best were extrinsic form composed of 65% intrinsic, as added by (Greenberg et al 1998) that intrinsic form of motivation has a sense of accomplishment to employees to perform highly and largely realized by extrinsic form of motivation as he puts it. 18% positive 12% ,negative 5%/while the form of motivation that the company was using was the extrinsic form of 30%,intrinsic form 45%,15 positive form while 10% negative form, and lastly the for which influenced employee performance was the intrinsic form 25%,extrinsic 55%,16% positive while 4% was the negative form.

##### **5.1.3 The impact of motivation on employee performance.**

Basing on this research question 95% of the employees said that motivation had an impact on employee performance, as supported by (Aswathappa, 2001) that proper motivation of manpower at the work makes the employee happy and ending performing highly; in addition (John Ivancevich, 2001) supports the same that motivated employees unlock their efforts to

work for the betterment of the organization 5% said that it had no impact on employee performance, while some employees said that motivation does not promote job satisfaction composed of 89%, while 11% said it do promote job satisfaction and lastly the members said that motivation do boost the morale of the employees at the place of work composed of 88% while 12 % said it does no as the reason being that they will take it as their right thus not making them not to perform.

## **5.2 Conclusion:**

Basing on the first objective it was realized that their was a relation ship between motivation and employee performance of which this came about due to the large number of employee who said yes who were 85%.

The second objective was that the form of motivation that suited the employees best was the extrinsic form of motivation suited them best of which was composed of 65%while the form of motivation that the company was using to motivate its manpower was the intrinsic form of which was composed of 45% of the respondents in the organization. and lastly the form of motivation that influenced performance of the employees was the extrinsic form of motivation of which was in position of them catering for their daily obligation thus making them to perform.

The third objective was that motivation as to whether has an impact on employee performance and it was found that it really had an impact on the performance of manpower presented by the majority number of 95% of the employees ,it was also found that motivation does not promote job satisfaction on the side of the employees composed of the biggest number of which was 89% and lastly it also got confirmed that motivation boosted the morale of the employees at the place of work presented by 88% of the respondents in the organization

## **5.3 Recommendation:**

According to the findings and conclusion of the study the researcher found that it was of great importance that the following recommendation should be taken into account.

Top management should be in position of involving the subordinates in decision making process at the work place as this makes them contribute into the affairs of the management by allowing their view to be taken into account .this makes them get motivated thus allowing

them to perform.

Motivation is not a one mans business this shows that it is each mans business of which once each employee takes part in to the affairs of the organization and centralization is eliminated by promoting decentralization then motivation will be a success in the organization.

The management should be in position of promoting fair treatment on the side of the employee especially when it comes in payment of dues as the promotion of equality at work motivates employees to perform better so this should be taken into consideration for success to be achieved.

Management should be in position of supporting the motivation process by ensuring that both top and middle level managers are willing to take the concept into practice and once this is taken then prosperity is enhanced in the organization.



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**APPENDIX (i)**  
**QUESTIONNAIRES**

Dear respondent,

I am Swabra Sadiq, a bonafide student of Kampala International University carrying out a research study on the impact of motivation on employee performance in partial fulfillment for the award of Bachelors Degree of Human Resource Management. Therefore, I kindly request you to spare little of your time and provide assistance by filling this questionnaire. The information obtained is for academic purpose and will be treated with utmost confidentiality. Thank you for the cooperation.

**PERSONAL DATA**

Please tick appropriate personal data.

1) Department

Finance (      )

Human resource (      )

Engineering (      )

2) How long have you worked with the company

2 years(      )      3 years (      )

4years(      )      5 and above(      )

**SECTION B**

1)Is their a relation ship between motivation and employee performance?

Yes (      )      No (      )

Attach reason for your

answer.....

.....

2)What form of motivation suits the employees best?

Extrinsic (    )      intrinsic (    )

Positive(    )      negative (    )

b) What form of motivation does the company use?)

Extrinsic (    )      intrinsic (    )

Positive (    )      negative (    )

c)What form of motivation influences employee performance?

Extrinsic (    )      intrinsic (    )

Positive (    )      negative (    )

Attach reason for your answer.....  
.....

3)Does motivation have an impact on employee performance?

Yes (    )      No (    )

Attach reason for your  
answer.....  
.....

B)Does motivation promote job satisfaction on the employees?

Yes (    )      No (    )

Explain how it promotes.....  
.....

c) Does motivation boost the morale of the employees?

Yes (    )                      No (    )

Attach reason as to why you say so.....  
.....

## APPENDIX (ii)

### TIME FRAME

Month	Proposal writing	Data collection	Data analysis	Dissertation writing	submission
May	xxxxxxxx				
may		xxxxxxxxxx			
June			xxxxxxx		
July				xxxxxxx	
august					xxxxxxxxxx

**APPENDIX (iii)**

**BUDGET**

<b>Particulars</b>	<b>Amount</b>
Proposal writing	1000
Typing	500
Printing	700
Supervisor	2500
Transport	5000
Miscellaneous	1500
Totals	11,200.00