

**MOTIVATION AND EMPLOYEE PERFORMANCE IN
RIFT VALLEY RAILWAYS UGANDA
LIMITED**

**A Thesis
Presented to the School of
Postgraduate Studies and Research
Kampala International University,
Kampala, Uganda**



**In Partial Fulfillment of the Requirements for the Degree
Master of Arts in Human Resource Management**

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September, 2010

DECLARATION A

"This thesis is my original work and has not been presented for a degree or any other academic award in any university or institution of learning".



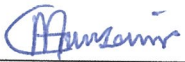
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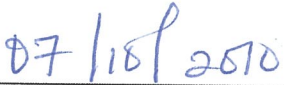
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DECLARATION B

"I confirm that the work reported in this dissertation was carried out by the candidate under my supervision".




Gulebyo Muzamir Said




Date

APPROVAL SHEET

"This thesis entitled motivation and employee performance in Rift Valley Railways, Uganda Limited presented by **Masinde Eriya** in partial fulfillment of the requirement for the degree of Master of Arts in Human Resource Management has been examined and approved by the panel on oral examination with the grade of PASSED.


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Grade: _____

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DEDICATION

This piece of work is dedicated to the Almighty God in appreciation of his guidance and blessings during the course of pursuing this master programme.

ACKNOWLEDGEMENT

I would like to extend my sincere gratitude to those who helped me sail through this research thesis period. Specifically I wish to recognize the technical guidance and support that were given to me by my supervisor Mr. Gulebyo Muzamir Said and my respondents who accepted to participate in this research process.

I am equally obliged to my wife Kaana Masinde and children who gave me support materially and morally during this period.

All errors and omissions are entirely mine.

May God bless you all.



Masinde Eriya

ABSTRACT

This study was set out to establish the extent to which motivation affect employee performance in Rift Valley Railways, Uganda Limited. Specifically the study wanted to establish the effect of (i) financial motivation and (ii) non financial motivation, on employee performance in Rift Valley Railways, Uganda Limited. The study was done by developing a conceptual frame relating motivation and employee performance. The study employed a descriptive correlational design; data were collected from 248 respondents using self administered questionnaires as the key data collection instruments. Data were analyzed at univariate level using frequency counts and summary statistics and Pearson Linear Correlation coefficient at bi-variate level. The study revealed that both financial and non financial motivation affect employee performance. From the above findings appropriate conclusions and recommendations including those for further research were made. Recommendations from the study were (i) management of Rift Valley Railway should put in place well established financial motivation strategies basing on the organization level and rank of employees, (ii) management of Rift Valley Railway should ensure that the work schedules of all employees are well set and that every employee is given what can be accomplished with in the expected time, (iii) employees should make an effort to understanding of work processes and execute their tasks well and accomplish them in time to enable the organization realize its objectives, (iv) employees be properly rewarded financially so as to improve on the care given to customers to attract more of them leading to the growth of the organization, (v) there is need for management of the Rift Valley Railways, Uganda limited to motivate employees using different means since individual satisfaction differs and people can be satisfied in different ways, (vi) employees should go for further training in their respective areas of specialization to improve on their work process in terms of understanding what to and how to do it and (Vii) management and employees in Rift Valley Railways, Uganda limited should put in place a friendly working relationship that ensures that both individual and organization objectives are realized.

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LIST OF ABBREVIATIONS

CVI	Content validity index
PLCC	Pearson's Linear Correlation Coefficient
SAQ	Self-administered questionnaire
SPSS	Statistical Package for Social Sciences

CHAPTER ONE

INTRODUCTION

1.0 INTRODUCTION

This chapter presented the background, problem statement, purpose, objectives of the study, research questions, scope, and significance of the study.

1.1 BACKGROUND OF THE STUDY

1.1.1 Historical perspective

The Rift Valley Railways (RVR) is a consortium that was established to manage the parastatal railways of Kenya and Uganda. The consortium won the bid for private management of the century-old Kenya-Uganda railway in 2005. The railway line, was described as the 'Lunatic Line' by a critical British press during its construction (and still referred to colloquially as the 'Lunatic Express' even to the current day), runs some 900 kilometres from Kenya's Indian Ocean port of Mombasa, through Nairobi, and up the Rift Valley to Kisumu on the shores of Lake Victoria. Another leg of the same railway system traverses the Great Rift Valley, through the town of Eldoret in Kenya, enters Uganda at Malaba and passes through Tororo and Jinja to enter Kampala, Uganda's capital. From Kampala, the railway continues on to Kasese in western Uganda, close to the border with the Democratic Republic of the Congo, approximately 1,600 kilometres, northwest of Mombasa, Kenya. At Tororo, the northern leg of the Ugandan railway system branches off and travels northwestwards, through Mbale, Soroti and Lira to end in the city of Gulu, the largest metropolitan area in

Northern Uganda. From Gulu, the line continues west to Pakwach, on the banks of the Albert Nile, approximately 1,500 kilometres, northwest of Mombasa, Kenya.

To achieve what it was created for Rift Valley railway has to harness to get the best productivity from its employees to achieve organizational goals and objectives.

Several researchers have had interest in staff productivity in different contexts. For example, Kazibwe (2009) assessed training and work performance of employees in Mbarara hospital. While Nyuakiiza (2005), assessed rewards and lecturers' performance at Nkumba University. While these studies were on employee performance, they were in the context of a hospital and an academic institution and none was in the context of the transport sector a gap the proposed study intends to bridge by exploring the effect of motivation on employee performance in Rift Valley railways, Uganda Limited.

1.12 Theoretical perspective

This study is based on Herzberg's (1959) Motivation-Hygiene Theory, also known as the Two- factor theory of job satisfaction. According to this theory, people are influenced by two factors: motivators and hygiene factors. Motivators or job satisfaction include recognition, bonuses, sense of achievement, work itself, being given extra responsibility, promotion and growth or career development.

While hygiene factors or dissatisfaction at work refer mainly to working conditions; contextual aspects of the working environment such as organizational culture or company policy, leadership style or relationship with co-workers, job status, salary or wages, lighting, noise levels, room temperature and safety.

The absence of hygiene factors, particularly when they are suddenly removed, causes dissatisfaction at work. Herzberg (1959) further stipulates that motivation factors are factors that cause satisfaction at work which employees can only get them by the way they work which motivate employees to work harder because employees can see a direct connection between their efforts and an outcome that they feel is worth striving for, unlike hygiene factors which are just there regardless of how hard anyone works. On the basis of this theory, the study proposes that employee performance in selected Rift valley railway stations in Uganda could be influenced by motivation.

1.1.3 Conceptual perspective

In this study, the dependent variable is employee performance. Ashok (1999) conceptualizes performance as referring to how the employees do what is expected of them. In this study, employee performance refers to employee job commitment, effort put in by employees to accomplish tasks, understanding work process, and customer care given to clients.

The independent variable in this study is motivation. Maicibi (2007) conceptualizes motivation as referring to strategies by an organization in formulating and implementing of policies that are aimed at rewarding people justly, fairly, equitably, differentially and consistently in accordance with their values and the values of the organization. In this study motivation is conceptualized to be referring to financial and non financial value of benefits employees get for their performance.

1.1.4 Contextual perspective

The study to took place in the Rift valley stations in Kampala, Nalukolongo, Namanve, Mukono, Jinja, Iganga, Busembatya, Tororo and Mbale, where employee performance has been reported to be low. For example Kasita and Emojong (2009) reported that employee performance in Rift Valley Railway was low, where Rift valley employees always on sit down strike, working less than normal; employees not meeting company targets; having to cope up with staff strike both in Uganda and Kenya led to the Chief executive officer Mr. Roy Puffet to be sent packing replaced by Brown Ondengo.

1.2 STATEMENT OF THE PROBLEM

Organisations wishing to survive in today's competitive world have to perform well to the expectations of every stakeholder and one thing organisations can do to survive and thrive is to have the best productivity from its staff to satisfy the needs of the consumers, given its associated innumerable benefits such as it

leads to effective service delivery, gives the organisation a competitive age, minimises wastage of resources, gives organisation a good reputation, among others.(Ranjan ,1997;Balunywa,1996).

Unfortunately, however, employee performance in Rift Valley Railway stations has consistently been reported to be low. Kasita and Emojong (2009) note that Rift Valley railway employees are not dedicating their time and effort to work but spending most on the time on strikes. Failure of Rift valley staff to perform well leads to several undesirable outcomes such as the company failing to pay its workers, causing strikes which will delay the goods on transit, which will make the public shun Rift Valley Railway as a mode of transport, which puts railway transport's survival in Uganda at risk. While there could be several contributory factors of the low staff productivity, motivation may play a big role (Hertzberg 1959), hence the need for the study to assess the effects of motivation on employee performance in Rift Valley Railway stations in Uganda.

1.3 PURPOSE OF THE STUDY

To assess the effects of motivation on performance of employees of Rift Valley railways, Uganda Limited.

1.4 OBJECTIVES OF THE STUDY

- i) To establish how financial motivation affects employee performance in Rift Valley Railways, Uganda Limited.

- ii) To establish how non financial motivation affects employee performance in Rift Valley Railways, Uganda Limited.

1.5 RESEARCH QUESTIONS

- i) How does financial motivation affect employee performance in Rift Valley Railways, Uganda Limited?
- ii) How does non financial motivation affect employee performance in Rift Valley Railways, Uganda Limited?

1.6 SCOPE OF THE STUDY

This study was to establish the effects of motivation on employee performance in Rift valley Railways Stations of Kampala head office, Nalukolongo, Namanve, Mukono, Kawolo, Jinja, Iganga, Busembatia, Tororo and Mbale in Uganda.

The categories of people interviewed included low-level members of staff, middle level managers and top management of the stations. The study focused on the operations of Rift Valley Railways, Uganda Limited between 2006 and 2009.

1.7 SIGNIFICANCE OF THE STUDY

The findings of this research shall be used by management in Rift Valley Railways to evaluate the effects of motivation on employee performance as they make policies affecting the company.

The findings of this research shall be used to come up with informed decision in line with motivation and employee performance by stake holders in Rift Valley Railways.

Future researchers shall use the findings got from this research as they do researches in this topic or related topics.

CHAPTER TWO

LITERATURE REVIEW

2.0 INRODUCTION

This chapter looked at the theoretical review, conceptual framework and related literature relevance to the study.

2.1 THEORETICAL REVIEW

In this study, the researcher opted to view teaching staff performance as a special case of staff performance, and hence could make use of staff performance theories, which assert that there are factors (referred to as remuneration in this study) influencing the act of performance of any staff (Herzberg, 1959). Several studies have examined the causes of high and low performances in organizations from this theoretical orientation or perspective such as Kagubaire, (2006).The very theory adopted in this study was Herzberg's (1959) Two- Factor Theory, which explains that employee performance is affected by hygiene factors and motivators. This Theory is popular in Philosophy and like disciplines, was developed by Frederick Herzberg.

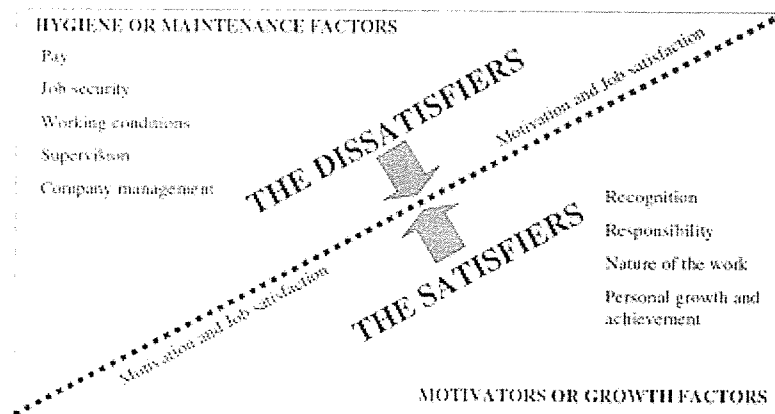


Fig.2.1 Theoretical model: Herzberg's (1959) Two- Factor Theory
(Adopted from Herzberg, 1959)

Herzeberg's two factor theory original study consisted of interviews with 203 accountants and engineers, chosen because of the growing importance in the business world, from different industries in the Pittsburgh area of America. Subjects were asked to relate times where they felt exceptionally good or exceptionally bad about their present job or any previous job using critical incident method. They were asked to give reason(s) and a description of the sequence of events giving rise to that feeling. Response to the interviews were generally consisted, and revealed that there were two different sets of factors affecting motivation and work. This led to the two factor theory of motivation and job satisfaction.

'Hygiene' or 'maintenance' factors are job related environmental factors which include salary, job security, working conditions, level and quality of supervision,

company policy/ administration and interpersonal relation which serve to prevent dissatisfaction.

The other set of factor are 'motivators' or growth factors which if present, serve to motivate the individual to superior effort and performance as the employee sees direct benefit for his/her effort. Motivators or growth factors include sense of achievement, recognition, responsibility, nature of work and personal growth.

2.2 CONCEPTUAL FRAMEWORK

Fig.2.2 provides a framework, a scheme of concepts, variables which the research operationalized in order to achieve its objectives. The Framework in Fig.2.2 was rooted in the suggestions by Herzberg's Paradigm, in that it related what Herzberg's Paradigm terms the antecedents (financial remuneration and non-financial remuneration) to what he calls the consequences (employee performance).

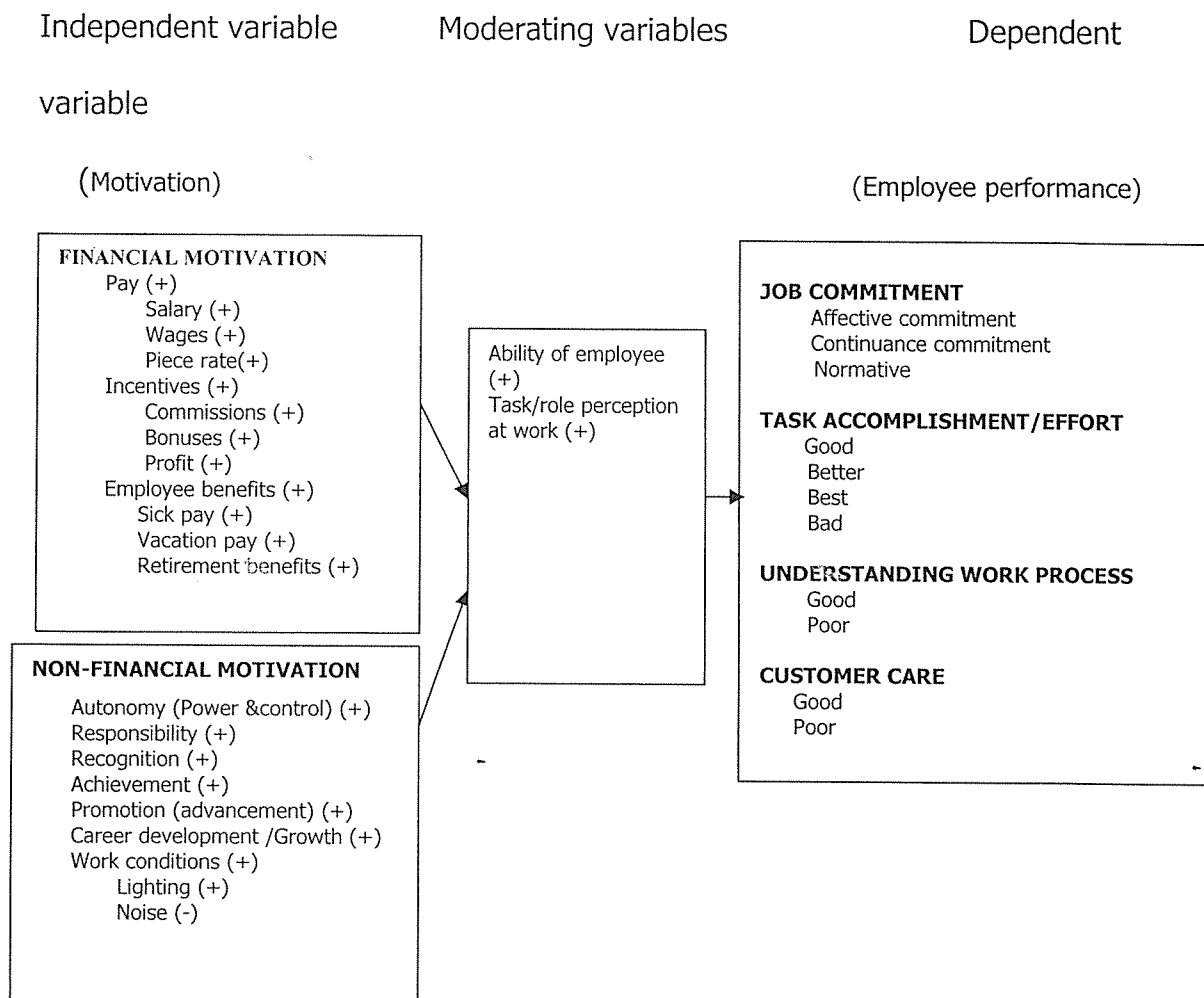


Fig.2.2 Conceptual Model relating staff performance to remuneration via moderating/ intervening variables

(Adopted using ideas by Herzberg 1959; Nelson and Campbell, 2003).

Footnote: Sign against each concept suggests the nature of correlation with dependent variable.

The Conceptual Model depicts two types of motivation, namely financial and non-financial motivation, all conceptualized to have effects on the level of employee performance in selected Rift Valley railway stations in Uganda. As for financial

motivation, all are conceptualized as having a positive relationship to performance. All non-financial motivation is assumed to be positively related to staff performance except noise, which is assumed to have negative relationship.

2.3 RELATED LITERATURE

This section reviews literature related to the two specific objectives in this research.

2.3.1 Financial motivation and employee performance

Schneider (2001) observes that financial motivation is what an employee receives as pay (in terms of salary, wages, piece rate), incentives (in terms of commissions, bonuses, profits) and other employee benefits received such as sick pay, vacation pay, retirement benefits to mention but a few.

The financial motivation dealt with includes pay, incentives and employee benefits.

2.3.1.1 Pay and employee performance

Mathis and Jackson (1988) define pay as the basic compensation employees receive, usually as a salary or wage. Moorhead and Griffin (1989), assert that pay, which includes salary and wages encourage employees to improve their productivity in line with expected pay. Salary is a means of paying people for the time worked and is consistent from time to time. On the other hand, wages are pay amounts directly calculated on the amount of time worked. While piece rate system compensation is where pay is tied to productivity, where an employee is

paid for each unit of output. For instance, commissions are set as percentage on sales. However, productivity-based pay should be developed with caution so that quality, as well as quantity, is encouraged. For example, paying the radio packer only on the basis of quantity might lead the worker to pack radios carelessly, leading to sacrificing quality.

Several studies have attempted to relate pay and staff performance. For example Nankinga (2006) empirically showed that salary does not always drive teachers to perform better in Kakungulu memorial secondary school, especially if it is perceived not to be equivalent to the efforts put in and not paid in time.

Justifying the decision by this researcher to explore further whether pay is positively correlated with employee performance in Rift Valley railways Uganda limited.

2.3.1.2 Incentives and employee performance

Applebaum and Shappiro (1991) observe that incentives is motivation designed to encourage and reimburse employees for efforts beyond normal performance expectations and can be in form of commissions, bonuses, or profit-sharing among others. Mathis and Jackson (1988) assert that incentives enhance employee performance as an employee increases productivity for expected incentives for extra effort put in at work.

Past studies relating incentives and staff performance include that of Nyuakiiza (2005) in his study of rewards and lecturers performance at Nkumba university that incentives such as commissions, bonuses, profit sharing among others in

addition to salary is one of the factors that made lecturers expecting incentives in addition to salary work harder.

Hence the need for this researcher to carry out research to explore further the effects of incentives on employee performance in the context of Rift Valley railways Uganda limited.

2.3.1.2 .1 Commissions and employee performance

Fisher *et al* (1993) defines commission as motivation given to employee based on the performance of an individual and is a proportion of total sales and may be added to basic salary. Commissions are typically used in sales jobs allow the sales people to receive a percentage of his or her gross receipts such as 5 percent of all sales. Commission programs induce performance in employees, and that employees are encouraged to perform better if the commissions to be earned on the performance or number of units produced or sold. However, commission payment may reduce cooperative team work and employees may compete with one another for sales and the most lucrative sales territory. Hence the need for this researcher to carry out research to explore further the effects of commissions on teaching staff performance in private universities in Uganda.

Studies done to relate commissions and staff performance include Pei (2007), in his study of correlation between management and employee motivation in Sasol polypropylene business in South Africa established that commissions drive

employees to work harder as they expect more commission for extra effort put in.

Hence, the need for this researcher to carry out research to explore further the effects of commissions on employee performance in Rift Valley railways Uganda limited.

2.3.1.2 .2 Bonuses and employee performance

Moorhead and Griffin (1989), define bonus systems as where management gives its employees extra pay on top of other payments based on the performance of the organization.

Similarly, Bernadin (2007), asserts that bonus pay system enhances employee performance as an employee becomes expectant to get extra pay on top the base wage arising out of extra effort put in.

Several studies have been done to relate bonuses and staff performance. For example Khebrit (2004) in his study of impact of management practices on productivity in Eritrian fishing industry empirically showed that bonuses received on top of salary drive employees to improve productivity commensurate to bonuses expected.

Hence, the need for this researcher to carry out research to explore further the effects of bonuses on employee performance in Rift Valley railways Uganda limited.

2.3.1.2 .3 Profit-sharing and employee performance

Freeman (2001) defines profit sharing as employee reward system where the employer pays current and deferred sums based on company profits in addition to established salary or wages. Profit sharing makes employees to identify more closely with the success of the organization, which then brings commitment and improved organizational performance, as employees look at the success of the organization as their own success too, which creates cooperation and working together for mutual benefit of the organization.

Several studies have attempted to relate profit sharing and staff performance. For example, Nyuakiiza (2005) in his study of rewards and lecturers performance at Nkumba university established that profit sharing in addition to salary is one of the factors that made lecturers expecting profit sharing in addition to salary work harder hoping to share profits when profits come but however, the lecturers sharing profits had to bear the pain of losses when business is in bad times.

Hence, the need for this researcher to carry out research to explore further the effects of profit sharing on employee performance in Rift Valley railways Uganda limited.

2.3.1.3 Employee benefits and employee performance

Mathis and Jackson (1988) define benefits as what is given to an employee or group of employees as part of organizational membership.

Employee benefits include sick pay, health insurance, vacation pay, retirement pensions to mention but a few. Maicibi (2005) asserts that if employee benefits match individual needs and interests it makes the employees' performance to increase, although employee benefits create additional costs of operations of the organization.

Several past studies have been done to relate employee benefit and staff performance. For example, Hume (1993) in his study remuneration and performance of employees in the United Kingdom food industry established that employee benefits affect employee performance among other factors. Hence the need for this researcher to carry out research to explore further the perceived effects of employee benefits on employee performance in Rift Valley railways Uganda limited.

2.3.2 Non-financial remuneration and employee performance

Jennifer and Gareth (2001), define non - financial motivation as what an employee gets in terms of autonomy (power and control),responsibility, recognition, achievement, promotion (advancement),career development (growth) and work conditions such as lighting, and noise at a work place.

The financial motivation that will be dealt with includes autonomy, responsibility, achievement, promotion and career development.

2.3.2.1 Autonomy and employee performance

Armstrong and Murlis (1994), define autonomy as the extent to which the job offers freedom and the use of discretion in the performing tasks.

McClelland (1967) asserts that autonomy is making an impact on others, the desire to influence others, the urge to change people or events, and the desire to make a difference in life. McClelland (1967) further notes that people with high need for power like to be in control of people and events; it helps the organization to achieve a collective organizational goal if used well.

Several past studies have been done on how autonomy affects staff performance. For example Oita (2008) in a study of the effects of leadership styles and teachers' performance in secondary schools in Pallisa district who established that autonomy and performance has a close positive relationship. Hence the need for this research to explore further the perceived effects of autonomy on employee performance in Rift Valley railways Uganda limited.

2.3.2.2 Responsibility and employee performance

Responsibility is being accountable for decisions and actions; it is an obligation to carry forward an assigned task to a successful conclusion. With responsibility goes authority to direct and take the necessary action to ensure success or the proper custody, care, and safekeeping of property or funds entrusted to the possession or supervision of an individual which motivate employees to work harder for knowing they have control for their destiny in life.(Aquinas,1997; Bok 1998; Lawler, 1991; Jennifer and Gareth 2001).

Several past studies have been done on how extra responsibility affects staff performance. For example, Skiba (2002) in his study for personality and employee performance in Central Wisconsin Fire fighters established that responsibility among other factors affects employee performance. Hence, the need for this researcher to explore further the perceived effects of responsibility on employee performance in Rift Valley railways Uganda limited.

2.3.2.3 Recognition and employee performance

Jennifer and Gareth (2001), define recognition as praise for doing a good job.

Employee recognition is not just a nice thing to do for people, but is a communication tool that reinforces and rewards the most important outcomes people create for your business. When employees are recognized effectively, it reinforces them and it makes them act and behave accordingly.

Similarly, Bernadin (2007) asserts that recognition reinforces behavior the employer wants to encourage, but care needs to be taken to avoid designing a process in which managers "select" the people to receive recognition as it may be viewed forever as "favoritism" and that is why processes that single out an individual, such as "Employee of the Month," are rarely effective.

Several past studies have been done on how recognition affects staff performance. For example, Wan (2006) in his study of compensation systems and employee performance in Singapore established that recognition affects

employee performance. Hence, the need for this researcher to explore further the effect of recognition and employee performance in Rift Valley railways Uganda limited.

2.3.2.4 Achievement and employee performance

Nelson and Campbell (2003), define achievement as a manifest (easily perceived) need that concerns individual's issues of excellence, competition, challenging goals, persistence, and overcoming difficulties. Nelson and Campbell (2003), assert that a person with a high need for achievement seek excellence in performance, enjoys difficult and challenging goals, and is persevering and competitive in work activities.

Past studies done on how achievement affect employee performance include McClelland(1967),who established that people with a high need for achievement perform better than those with a moderate or low need for achievement and that people with a high need for achievement set moderately difficult yet achievable tasks , like to receive feedback on performance, do not like having external events or other people interfere with their progress and often plan for success, are very good at what they do, develop expertise and competence in their chosen eandevours.

Such studies call for more studies to establish the effects of achievement on employee performance in Rift Valley railways Uganda limited, hence the proposed study.

2.3.2.5 Promotion and employee performance

Lawler (1991), defines promotion as the advancement of an employee's rank or position in an organizational hierarchy system. Promotion is an employee's reward (positive appraisal) in terms of designation, salary and benefits for good performance. For instance, a promotion to senior management may carry a number of benefits, such as stock options, a reserved parking space, a corner office with a secretary, and bonus pay for good performance which leads to improved employee productivity.(Schneider,2001; Maicibi, 2003).

Past studies on promotion and performance include that of Kasaija (1991), in a study of the effects of monetary and non-monetary rewards on motivation among teachers in post primary institutions in Hoima and Masindi districts who established that promotion and performance has a close relationship. Hence the need for this researcher to explore further the perceived effects of promotion on employee performance in Rift Valley railways Uganda limited.

2.3.2.6 Career development and employee performance

Heneman (1996) asserts career development or growth is how individuals manage their careers within and between organizations, and how organizations structure the career progress of their members for succession planning .

The typical employee views a career development programme as a path to upward mobility, the manager sees it as a retention and motivational tool, and

the top management's view it as a tool for succession planning, therefore an organisation focused on developing the career path of its employees boosts the morale and ultimately the productivity of its staff. (Chandan, 1997; Applebaum and Shappiro, 1991).

Studies have been done to relate career development and staff performance. For example, Nankinga (2006) in her study of motivation and performance of teachers in secondary schools of Makindye division established that career development is one of the factors that affect employee performance among others. Such studies call for further studies to explore further the effects of career development on employee performance in Rift Valley railways Uganda limited.

CHAPTER THREE

METHODOLOGY

3.0 INTRODUCTION

This chapter contained the research design, population, sampling strategies, data collection methods, instruments, data quality control, procedure, data analysis, ethical considerations and limitations of the study.

3.1 RESEARCH DESIGN

The study took a quantitative approach or paradigm in that it will be based on variables measured with numbers and analyzed with statistical procedures (Creswell, 2003). The research design was co-relational in that it is interested in relating financial and non financial remuneration to staff performance. The study used a survey method because it involved a large number of correspondents (Best and Kahn, 1993), and was cross sectional as pertinent data was collected from all respondents once and for all to reduce on time and costs involved (Creswell, 2003).

3.2 POPULATION

In this study the target population involved all 248 employees out of 681 employees of Rift valley railways, Uganda Limited in Nalukolongo, Namanve, Mukono, Kawolo, Jinja, Iganga, Busembatya, Tororo and Mbale. The study involved low-level members of staff, middle level managers and top management

of the stations because they are all directly affected by whatever policy is made on motivation which in turn affects their performance.

3.3 SAMPLING STRATEGIES

Out of a total population of 681 employees in the selected Rift valley railway stations, the sample population was 248. (Krejcie and Morgan, 1970) and using Solven's formula. The study was done using cluster sampling to reduce costs, time of doing research and to increase the degree of accuracy of the study. (Saunders *et al*, 2000). Regarding sample strategies, the sampling frames (i. e. employees) was stratified according to managerial levels and departments in the selected Rift valley Railway stations in Uganda. Then proportionate systematic random samples was chosen from the respective stratum/sampling frames or lists. (Creswell, 2003; Owolabi, 2003).

3.4 DATA COLLECTION METHODS

The researcher used secondary and primary data collection approaches.

Secondary data was got from reviewing text books, journals articles, manuals, periodicals, dissertations, internet sources to mention but a few.

Primary data was got using self-administered questionnaires (SAQs) as the main data collection instruments because of their cost effectiveness in a survey involving highly literate respondents (Amin, 2003).

3.4.1 Data collection instrument

The SAQs was directed towards employees in Rift Valley railways Uganda limited. The questionnaire consisted of main title and introductory letter, while questions

on the dependent variable namely level of employee performance, operationalized in terms of employee job commitment, effort put in by employees to accomplish tasks, understanding work process, and customer care given to clients.

There are also questions on the independent variables namely financial and non financial remuneration with the respective indicators as suggested in the conceptual Framework. Each SAQ ends with questions to help classify respondents (e.g. by Managerial levels and departments).

3.4.2 Validity and reliability

The researcher ensured content validity of the said instrument by ensuring that questions or items in it conform to the study's Conceptual Framework. Supervisors and other senior staff in the KIU School of post graduate studies was also evaluate the relevance, wording and clarity of question or items in the instrument. A content validity index of at least 0.7 (Amin, 2003) led the SAQs to be declared reasonably content valid. Construct validity was ensured using Factor Analysis. Reliability of the instrument on multi item variables (e.g financial remuneration) was tested using the Cronbach Alpha Methods provided by SPSS (Foster, 1998), and a Cronbach alpha (α) of at least 0.7 (Amin, 2003) which led the SAQs to be declared reasonably reliable or consistent.

3.4.3 Research procedure

After getting an introductory letter from Kampala International University school of Post graduate Studies, the researcher sought permission from the managing director Rift valley railways to do research in the selected railway stations in Uganda. Then the researcher carried out a pilot study before the actual research in order to check feasibility of the research, so that the research design could be improved or adjusted if necessary to avoid wasting time, money and other resources and to pre-test the questionnaire. Researcher then nominated research assistants in the selected Rift valley railway stations in Uganda.

3.5 DATA ANALYSIS

Data on completed SAQs was edited, categorized or coded and entered into a computer for the Statistical Package for Social Scientists (SPSS) to summarize the data using simple and complex frequency tables or cross – tabulations. The same package was used to analyze by computing relative frequencies, means, standard deviations and other relevant statistics at the univariate level, employee performance was correlated with the respective motivation (financial and non financial motivation) using Pearson's Linear Correlation Coefficient (PLCC), as was deemed appropriate. (Amin, 2005; Foster, 1999).

3.6 ETHICAL CONSIDERATIONS

To safeguard against unprofessional conduct while carrying out this research like unnecessary pressures, which could cause the research findings to be undermined, the researcher shall:

Sought permission of the people who would participate in the research for their consent in the intended study; the researcher did not lie to subjects and record findings on hidden mechanical devices.

The researcher made sure the researcher's personal biases and opinions do not override other interests and the researcher gave both sides fair consideration.

The findings of the research were kept confidential, done under the condition of anonymity to avoid embarrassing and harming respondents especially if got information can be used politically or otherwise to harm the respondents.

The researcher sought approval of the University Ethics Committee to make sure the research does not violate any of the Ethical considerations.

3.7 LIMITATIONS

Some of the respondents were not willing to share with the researcher some of the information that they considered confidential but the researcher promised to keep the information got as confidential and only be used for academic purposes.

Choice of sample population caused a limitation, but the researcher tried to choose a sample population that is truly representative in terms of statistics and large enough to give a true picture of the whole population.

Untruthfulness, where some of the respondents could not to say the truth, but the researcher probed the respondents further to establish the truth when it deems necessary.

Limited literature on motivation and employee performance in libraries around but the researcher used the literature that could be accessed.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

4.0 INTRODUCTION

This chapter shows the background information of respondents, description of the independent variable, description of dependent variable and testing of the relationships between the two variables. The pertinent research hypotheses are also tested here.

4.1 DESCRIPTION OF RESPONDENTS

Respondents in this study included employees in Rift valley Railways, Uganda Limited. The study sample involved employees of different categories (male and female, different education levels, different management levels and different tasks) as described in this section.

4.1.1 Description of employees by sex

The study sample involved both male and female employees of Rift valley Railways, Uganda Limited.

Table 4.1: Employee description by sex

	Frequency	Percent
Male	193	78.0
Female	55	22.0
Total	248	100.0

Source: Primary data 2010

The findings of the study indicated that majority of employees in the sample were males represented by 78% while females were minority represented by 22%.

4.1.1 Description of employees by age

The researcher described employees according to their education level in order to establish the effect it might have on performance.

Table 4.2: Age of employees

	Frequency	Percent
20 -29 years	44	18.0
30 -39 years	104	42.0
40 -49 years	64	26.0
50 years and above	36	14.0
Total	248	100.0

Source: Primary data 2010

The findings of the study indicated that majority of employees represented by 42% were of age bracket 30-39, minority represented by 14% were of the age bracket 50 years and above.

4.1.2 Description of Employees by income level

The researcher described employees according to their income level in order to establish the impact it might have on retention.

Table 4.3: Income of employees

	Frequency	Percent
Low	107	43
Medium or middle	127	51
High or upper	14	06
Total	248	100.0

Source: Primary data 2010

The findings of the study revealed that the majority of the employees in the sample were of middle income group represented by 51%, while minorities of the employees in the sample were of upper income bracket represented by 17%.

4.1.3 Description of Employees by department

The researcher described employees according to their department in order to establish the effect it might have on employee performance.

Table 4.4: Employees by departments

Designation	Frequency	Percent
Business development	32	13.0
Operations	57	23.0
Mechanical Engineering	46	18.0
Civil Engineering	98	40.0
Others (ICT, Concessions, Procurement, , General manager Signal and communications etc)	15	6.0
Total	248	100.0

The findings of the study revealed that the majority of the employees in the sample were in Civil Engineering department represented by 40%, while minority of the employees in the sample were from ICT, Concessions, Procurement, General manager Signal and communications, and Safety, health, environment and quality departments combined.

4.2 DESCRIPTION OF THE DEPENDENT VARIABLE/PERFORMANCE

The dependent variable in this study was employee performance in Rift Valley Railways, Uganda limited. Employee performance was conceptualized into four aspects namely; job commitment, task accomplishment, understanding work process, and customer care. Table 4.5 shows a description of data on each.

Table 4.5: Level of employee performance

Indicator of employee performance	N	Mean	Std. Deviation
Job commitment	248	3.48	0.464
Your job commitment is affective	248	2.95	1.075
Your job commitment is continuance	248	3.40	1.204
Your job commitment is normative	248	4.10	0.702
Task accomplishment	248	3.45	1.102
Your task accomplishment is good.	248	4.35	0.656
Your task accomplishment is better.	248	4.10	0.540
Your task accomplishment is best.	248	3.65	0.966
Your task accomplishment is bad.	248	1.85	1.280
understanding work process	248	2.80	1.173
Your understanding of work process is good.	248	4.30	4.300
Your understanding of work process is good.	248	1.30	1.300
customer care	248	3.05	0.423
Your customer care is good.	248	4.10	4.100
Your customer care is poor.	248	2.00	2.000

Table 4.5 suggests that most employees' response on job commitment was neither good nor bad (Mean ≈ 3) which falls under agree nor disagree on the Likert scale. On task accomplishments most employees' response was of a neutral position (Mean ≈ 3) which also fall under neither disagree nor agree on the Likert scale. Concerning understanding work processes, the mean indicates that most respondents did not understand the work process (Mean ≈ 2) and on customer care, the means suggest reflects a neutral position (Mean ≈ 3) which indicate by either disagree or agree on the Likert scale is neither good nor bad (Mean ≈ 3) which falls under agree nor disagree on the Likert scale.

To get a summary picture on how respondents rated employee performance in Rift Valley Railways, Uganda limited an average index (PERFORMANCE) was computed which turned out to have a mean index of 3.95 (Std Deviation = 0.795) indicating that on average employees performance in Rift Valley Railways, Uganda limited is high.

4.3 DESCRIPTION OF THE INDEPENDENT VARIABLE/REMUNERATION

The independent variable in this study was motivation broken down into two aspects that is, financial (including , pay, salary, wages, piece rate pay system, incentives, commission, bonus, profit sharing, employee benefits, sick pay, vacation benefits and retirement benefits) and non financial (including autonomy, power and control, responsibility, recognition, achievement, promotion, career development and work conditions). All the 21 aspects of the dependent variable were measured quantitatively using items or questions in the questionnaire, with each Likert scaled between one to five; where 1 = very low performance; 2 = low performance; 3 = neither low nor high; 4 = high; 5 = very high performance. Employees were required to rate motivation on each of the item by ticking the relevant number in the table. Their responses were analyzed using SPSS's summary statistics showing the means and standard deviations, as indicated in table 4.6.

Table 4.6: Level of financial motivation

Indicator of financial motivation	N	Mean	Std. Deviation
Pay	248	3.38	0.529
Your organization uses pay motivation system.	248	2.40	0.920
Your pay is enough in organization	248	2.10	0.947
Do you get your pay on time in your organization?	248	4.40	0.920
You need pay reforms in your organization	248	4.60	0.492
Salary as a form of motivation	248	4.21	0.678
Your current salary is little.	248	1.90	0.702
Your salary does not comes on time	248	4.60	0.492
You need salary reforms	248	4.22	0.920
Wages as a form of motivation	248	2.53	0.634
You also get wages in your organization.	248	2.10	1.287
Is your wage enough for you?	248	1.70	0.675
You get wages on time in your organization.	248	2.50	1.269
You need wages reforms in your organization.	248	3.80	1.398
Piece rate Pay system	248	2.56	0.327
You are paid on a piece rate system in your organization?	248	2.11	1.054
The piece rate system good enough for you?	248	2.11	1.054
You need any reforms in the piece rate system	248	1.89	0.928

motivation system in your organization?			
Incentive pay system	248	2.40	0.280
You get incentives in your organization.	248	1.90	0.994
You get incentives on time in your organization.	248	1.90	1.287
You need any incentives motivation system reforms in your organization?	248	3.40	1.578
Commission motivation system	248	3.87	0.390
You get commissions in your organization.	248	1.90	0.994
You have a commission motivation plan in your organization.	248	1.90	1.287
You need commission motivation system reform(s) in your organization	248	4.00	1.633
Bonuses motivation system	248	2.400	0.321
You get bonuses in your organization.	248	1.800	1.033
You get bonuses on time in your organization.	248	1.500	0.717
You have a bonuses motivation plan in your organization.	248	2.400	1.174
You need any bonuses motivation system reforms in your organization	248	3.900	1.449
Profit sharing motivation system	248	2.08	0.694
You also share profits in your organization	248	1.789	1.238
You get the shared profits on time in your organization?	248	1.403	0.667
You have a profit sharing motivation plan in your organization	248	1.890	1.210
You need any profit sharing motivation system reforms in your organization	248	3.219	1.833
Employee benefit motivation system	248	2.82	0.909
You also get employee benefits in your organization.	248	2.991	1.270
You get the employee benefits on time in your organization.	248	1.890	0.940
You have an employee benefits motivation plan in your organization.	253	2.293	1.272
You need employee benefits motivation system reforms in your organization.	254	4.105	1.133
Sick pay	248	2.45	0.672
You also get sick pay benefits in your organization.	248	2.381	1.559
You get sick pay benefits on time in your organization.	248	1.302	.46041
You have sick pay benefits plan in your	248	1.991	1.172

organization.			
You need any sick pay benefits reforms in your organization.	248	4.122	1.276
Vacation benefits	248	2.20	0.352
You also get vacation benefits in your organization.	248	1.587	1.186
You get vacation benefits on time in your organization.	248	1.403	0.667
You have vacation benefits plan in your organization.	248	1.500	0.674
You need any vacation benefits reforms in your organization.	248	4.311	1.174
Retirement benefits	248	3.17	1.024
You also get retirement benefits in your organization.	248	3.289	1.271
Your vacation benefits come in time in your organization.	248	2.592	1.109
Your organization has a retirement benefits plan.	248	2.793	1.326
Any need for retirement benefits reforms in your organization.	248	4.004	1.342

The means in table 4.6 suggests that most respondents were neutral regarding the use pay motivation (Mean ≈ 3) which fall under neither agree nor disagree on the Likert scale. Most respondents indicated that salary is a form of financial motivation but they also showed that the salary they receive is not enough (mean ≈ 4). Regarding wages as a form of reward most respondents demonstrated that neither agreed nor disagreed that they get wages in their Rift Valley Railways (mean ≈ 3). On piece rate pay system the respondents showed a neutral position (mean ≈ 3). However they indicated that the piece rate system is not an appropriate means of remuneration. Most respondents rejected the idea that they get incentives in their organizations (mean ≈ 2). On commission motivation system most respondents agreed that they get commissions in their places of work (mean ≈ 4). Most respondents indicated that they do not get bonus in their organizations (mean ≈ 2). On profit sharing the respondents disagreed that they share profits in Rift valley Railways (mean ≈ 2). On

Employee benefit motivation system most respondents were neutral (mean ≈ 3). On sick pay most of the respondents showed a neutral position (index ≈ 3). The respondents rejected the idea of getting vocational benefits (mean ≈ 2) and for retirement benefit the respondents neither agreed nor disagreed (mean ≈ 3).

Table 4.7: Level of non financial motivation

	N	Mean	Std. Deviation
Autonomy/power and control	248	2.150	0.781
In your organization you are given a lot of autonomy/control and power.	248	1.794	0.864
Your head of organization ensures you all participate in freely in all matters.	248	1.702	0.905
Your organizational head ensures everyone feels the urgency of motivation matters.	248	2.097	1.142
Your head of department ensures effective monitoring and evaluation of the organization's motivation progress.	248	3.000	1.347
Responsibility	248	3.340	0.705
You are given a lot of responsibility in your organization.	248	3.408	1.279
Your head of organization ensures you all have responsibility.	248	3.605	0.916
Your head of organization ensures everyone feels the urgency of responsibility in your organization.	248	3.000	1.099
Your head of organization ensures effective monitoring and evaluation for each one of you in the organization.	248	2.996	1.004
Recognition	248	2.430	0.956
You are given a lot of recognition in your organization.	248	2.399	1.112
Your head of department ensures you all have recognition.	248	2.702	1.187
Your head of organization ensures everyone feels the urgency of recognition in your organization.	248	2.202	0.877
Your head of department ensures effective monitoring and	248	3.004	1.182

evaluation for each one of you in the department.			
Achievement	248	2.780	0.576
Your head of organization ensures you all achieve your goals.	248	2.706	0.784
Your head of organization ensures everyone feels the urgency of achievement in your organization.	248	2.504	0.674
Are there some things you have not achieved in life?	248	3.803	1.249
Your head of organization ensures effective monitoring and evaluation for each one of you to achieve your goals in the organization	248	2.105	1.141
Promotion	248	2.610	0.339
Your organization has a policy they follow to promote staff.	248	1.794	0.974
Your head of organization ensures you all have equal chance for promotion.	248	1.697	0.637
Your organization promotion needs to be improved.	248	4.412	1.186
Your head of organization ensures effective monitoring and evaluation for each one of you to achieve your goals in the organization	248	2.544	1.252
Career development/ growth	248	1.900	0.339
Your organization has a career development for staff.	248	1.899	0.542
Your organization ensures you all have equal chance for career development.	248	1.803	0.601
Your head of organization ensures effective monitoring and evaluation for each one of you to know who needs what career development in the organization.	248	2.000	0.895
Your organization's career development policy needs to be improved.	248	4.697	0.460
Work conditions	248	3.150	0.625
Your work conditions description in the organization in general.	248	3.496	0.805

Your work conditions description in the organization in terms of lighting.	248	3.105	0.7008
Your work conditions description in the organization in terms of noise.	248	2.996	1.093
Your work conditions description in the organization in terms of other conditions apart from lighting and noise?	248	3.000	0.780

Table 4.7 suggests that on autonomy, most of the respondents indicated that they do not possess autonomy power and control in their respective Rift Valley Railways (mean ≈ 2) which fall under disagree on the Likert scale. In the same way the respondents neither agreed nor disagreed on, if they are given responsibilities at work ((mean ≈ 3). Regarding recognition the respondents indicated that they are not given the desired recognition at work (mean ≈ 2). On achievements, the respondents neither agreed nor disagreed if they are allowed to achieve their ambitions at work (mean ≈ 3). In regard to promotion, the respondents indicated that they were not sure if Rift Valley Railways had a system it follows in promoting employees (mean ≈ 4). On career development the respondents showed that in Rift Valley Railways, Uganda limited employees are not provided with support necessary to develop professionally (mean ≈ 2) indicated by disagree on the Likert scale and for work conditions the respondents showed they neither agreed nor disagreed that work conditions at work and generally uncondusive (mean ≈ 3). To get a summary picture on how the respondents in the study viewed non financial motivation, an average index was computed which turned to be (mean ≈ 3) which indicated that the non financial motivation in Valley Railways, Uganda limited is neither good nor bad in improving employee performance.

4.4 TESTING OF HYPOTHESES

4.4.1 Financial motivation and employee performance

The first objective in this study was to establish the relationship between financial motivation and employee performance, for which it was hypothesized that financial motivation and employee performance are significantly correlated. Employee performance was broken into four aspects, namely employee job commitment, effort put in to accomplish tasks, understanding work processes and employee customer care. Financial motivation was broken into 12 aspects, each of which was correlated with the four aspects of employee performance;

4.4.2 Financial motivation and employee's job commitment

The first aspect of employee performance was employees' job commitment. Employee job commitment was measured by an index COMMITMENT, which was correlated with each of the 12 aspects of financial motivation, as indicated in table 4.8.

Table 4.8: Pearson's Linear Correlation Coefficient results correlating financial motivation and employee job commitment

Variable (indices)	n	Mean	Std.Deviation	r value	Sig.
COMMITMENT	248	3.61	0.732		
PAY	247	3.37	0.529	0.477	0.000
SALARY	248	3.19	0.678	0.176	0.006
WAGES	248	2.52	0.634	0.430	0.000
PIECE RATE	244	3.62	1.491	0.020	0.751
INCENTIVES	248	2.40	0.327	0.579	0.000
COMMISSIONS	248	2.60	0.390	0.331	0.000
BONUS	248	2.40	0.321	0.168	0.008
PROFIT	248	2.08	0.694	0.578	0.000
BENEFIT	248	2.82	0.909	0.477	0.000
SICKPAY	248	2.41	0.672	0.384	0.000
VACATIONS	248	2.20	0.352	0.496	0.000
RETIREMENT BENEFIT	248	3.17	1.024	0.251	0.000
Over all correlation; FINANCIALMOTIV				0.526	0.000

Table 4.8 suggest that employee job commitment is positively correlated with all aspects of financial motivation, except piece rate pay system ($r=0.020$, $\text{sig.}=0.751$). To get a summary picture on how financial motivation as a whole affects employee job commitment, an average index (FINANCIALMOTIV) was correlated with the job commitment index. Results of this test indicated a positive significant relationship between the two numerical indices ($r=.526$, $\text{sig.}=0.000$), leading to a conclusion that financial motivation significantly influences employees' commitment, at 0.05 level of significance.

4.4.3 Financial motivation and employee's effort put in to accomplish tasks

The second aspect of employee performance was employees' effort put into accomplish tasks. Employees' effort put in to accomplish tasks was measured by an index 'TaskComptn', which was correlated with each of the 12 aspects of financial motivation, as indicated in table 4.9.

Table 4.9: Pearson's Linear Correlation Coefficient results correlating financial motivation and employee effort put in to accomplish tasks

Variable (indices)	n	Mean	Std.Deviation	r value	Sig.
TaskComptn	248	3.48	0.428		
PAY	247	3.37	0.529	0.212	0.001
SALARY	248	3.19	0.678	0.167	0.008
WAGES	248	2.52	0.634	0.411	0.000
PIECE RATE	244	3.62	1.491	0.048	0.452
INCENTIVES	248	2.40	0.327	0.260	0.000
COMMISSIONS	248	2.60	0.390	0.238	0.000
BONUS	248	2.40	0.321	0.001	0.983
PROFIT	248	2.08	0.694	0.257	0.000
BENEFIT	248	2.82	0.909	0.436	0.000
SICKPAY	248	2.41	0.672	0.176	0.006
VACATIONS	248	2.20	0.352	0.276	0.000
RETIREMENT BENEFIT	248	3.17	1.024	0.181	0.004
Over all correlation; FINANCIALMOTIV				0.330	0.000

Table 4.9 suggest that employee effort put in to accomplish tasks is positively correlated with all aspects of financial motivation, except piece rate pay system

($r=0.048$, sig. =0.45) and bonuses ($r=0.001$, sig. =0.983). To get a summary picture on how financial motivation as a whole affects employee effort put in to accomplish tasks, an average index (FINANCIALMOTIV) was correlated with the employee effort put in to accomplish tasks index (TaskComptn). Results of this test indicated a positive significant relationship between the two numerical indices ($r=0.330$, sig. =0.000), leading to a conclusion that financial motivation significantly influences employee effort put in to accomplish tasks, at 0.05 level of significance.

4.4.4 Financial motivation and employees' understanding of work processes

The third aspect of employee performance was employees' understanding of work processes. Employees' understanding of work processes was measured by an index 'WorkProcesses' which was correlated with each of the 12 aspects of financial motivation, as indicated in table 4.9

Table 4.10: Pearson's Linear Correlation Coefficient results correlating financial motivation and employees' understanding of work processes

Variable (indices)	n	Mean	Std.Deviation	r value	Sig.
WorkProcesses	248	2.80	.291		
PAY	247	3.37	.529	0.386	0.000
SALARY	248	3.19	.678	0.154	0.015
WAGES	248	2.52	.634	0.030	0.641
PIECE RATE	244	3.62	1.491	0.010	0.872
INCENTIVES	248	2.40	.327	0.411	0.000
COMMISSIONS	248	2.60	0.390	0.183	0.004
BONUS	248	2.40	0.321	0.121	0.057
PROFIT	248	2.08	0.694	0.336	0.000
BENEFIT	248	2.82	0.909	0.210	0.001
SICKPAY	248	2.41	0.672	0.429	0.000
VACATIONS	248	2.20	0.352	0.339	0.000
RETIREMENT BENEFIT	248	3.17	1.024	0.217	0.001
Over all correlation; FINANCIALMOTIV				0.053	0.403

Table 4.10 suggest that employees' understanding of work processes is positively correlated with all aspects of financial motivation, except salary motivation

system ($r=0.154$, $\text{sig.} = 0.015$), wages ($r=0.030$, $\text{sig.} = 0.641$), piece rate ($r=0.010$, $\text{sig.} = 0.872$), and bonuses ($r=0.121$, $\text{sig.} = 0.057$). To get a summary picture on how financial motivation as a whole affects employees' understanding of work processes, an average index (FINANCIALMOTIV) was correlated with the employees' understanding of work processes index (TaskComptn). Results of this test indicated a positive significant relationship between the two numerical indices ($r=0.053$, $\text{sig.} = 0.403$), leading to a conclusion that financial motivation significantly influences employees' understanding of work processes, at 0.05 level of significance.

4.4.5 Financial motivation and employee's customer care

The fourth aspect of employee performance was employees' customer care. Employees' customer care was measured by an index 'customercare', which was correlated with each of the 12 aspects of financial motivation, as indicated in table 4.11.

Table 4.11: Pearson's Linear Correlation Coefficient results correlating financial motivation and employee customer care

Variable (indices)	n	Mean	Std.Deviation	r value	Sig.
Customercare	247	3.05	0.419		
PAY	247	3.37	0.529	0.717	0.000
SALARY	248	3.19	0.678	0.155	0.015
WAGES	248	2.52	0.634	0.084	0.190
PIECE RATE	244	3.62	1.491	0.049	0.445
INCENTIVES	248	2.40	0.327	0.113	0.076
COMMISSIONS	248	2.60	0.390	0.357	0.000
BONUS	248	2.40	0.321	0.413	0.000
PROFIT	248	2.08	0.694	0.095	0.137
BENEFIT	248	2.82	0.909	0.237	0.000
SICKPAY	248	2.41	0.672	0.304	0.000
VACATIONS	248	2.20	0.352	0.049	0.446
RETIREMENT BENEFIT	248	3.17	1.024	0.116	0.070
Over all correlation: FINANCIALMOTIV				0.274	0.000

Table 4.11 suggest that employees' customer care is positively correlated with all aspects of financial motivation, except salary motivation system ($r=0.155$, $\text{sig.}=0.015$), wages ($r=0.084$, $\text{sig.}=0.190$), piece rate ($r=0.049$, $\text{sig.}=0.445$), incentives ($r=0.113$, $\text{sig.}=0.076$), profit sharing ($r=0.095$, $\text{sig.}=0.137$). To get a summary picture on how financial motivation as a whole affects employees' customer care, an average index (FINANCIALMOTIV) was correlated with the employees' customer care index (Customercare). Results of this test indicated a positive significant relationship between the two numerical indices ($r=0.274$, $\text{sig.}=0.000$), leading to a conclusion that financial motivation significantly influences employees' customer care, at 0.05 level of significance.

4.5 Non financial motivation and employee performance

The second objective in this study was to establish the relationship between non financial motivation and employee performance, for which it was hypothesized that non financial motivation and employee performance are significantly correlated. Employee performance was broken into four aspects, namely employee job commitment, effort put in to accomplish tasks, understanding work processes and employee customer care. Non financial motivation was broken into six aspects, each of which was correlated with the four aspects of employee performance;

4.5.1 Non financial motivation and employee's job commitment

In this subsection, the first aspect of employee performance (job commitment) is correlated with the six aspects of none financial motivation and results are shown in table 4.12.

Table 4.12: Pearson's Linear Correlation Coefficient results correlating non financial motivation and employee job commitment

Variable (indices)	n	Mean	Std.Deviation	r value	Sig.
COMMITMENT	248	3.6147	0.73164		
POWER.	248	2.15	0.781	0.078	0.224
RESPONSIBILITY	248	3.25	0.705	0.158	0.013
RECOGNITION	248	2.58	0.956	0.012	0.850
ACHIEVEMENT	248	2.78	0.576	0.829	0.000
PROMOTION	248	2.61	0.339	0.317	0.000
GROWTH	248	2.60	0.339	0.409	0.000
WORK CONDITIONS	248	3.15	0.625	0.190	0.003
Over all correlation: NONFINANCIALMOTIV				0.029	0.652

Table 4.12 suggest that employees' job commitment is positively correlated with all aspects of non financial motivation, except power motivation system ($r=0.078$, sig. $=0.224$), responsibility ($r=0.158$, sig. $=0.013$), recognition and ($r=0.012$, sig. $=0.850$). To get a summary picture on how non financial motivation as a whole affects employees' customer care, an average index (NONFINANCIALMOTIV) was correlated with the employees' job commitment index (Commitment). Results of this test indicated a positive significant relationship between the seven numerical indices and non financial motivation ($r=0.029$, sig. $=0.652$), leading to a conclusion that nonfinancial motivation significantly influences employees' job commitment, at 0.05 level of significance.

4.6.2 Non financial motivation and employee's effort to accomplish tasks

In this subsection, the second aspect of employee performance (effort put in to accomplish tasks) is correlated with the six aspects of non financial motivation and results are shown in table 4.13.

Table 4.13: Pearson's Linear Correlation Coefficient results correlating non financial motivation and employee's effort to accomplish tasks

Variable (indices)	n	Mean	Std.Deviation	r value	Sig.
TaskComptn	248	3.61	0.732		
POWER	248	2.15	0.781	0.435	0.000
RESPONSIBILITY	248	3.25	0.705	0.091	0.155
RECOGNITION	248	2.58	0.956	0.475	0.000
ACHIEVEMENT	248	2.78	0.576	0.030	0.640
PROMOTION	248	2.61	0.339	0.056	0.377
GROWTH	248	2.60	0.339	0.043	0.502
WORK CONDITIONS	248	3.15	0.625	0.191	0.003
Over all correlation; NONFINANCIALMOTIV				0.379	0.000

Table 4.13 suggest that employee effort put in to accomplish tasks are not positively correlated with all aspects of nonfinancial motivation, except power ($r=0.435$, sig. $=0.000$), recognition ($r=0.475$, sig. $=0.000$), and work conditions ($r=0.191$, sig. $=0.003$). To get a summary picture on how non-financial motivation as a whole affects employee effort put in to accomplish tasks, an average index (NONFINANCIALMOTIV) was correlated with the employee effort put in to accomplish tasks index (TaskComptn). Results of this test indicated a positive significant relationship between the seven numerical indices ($r=0.379$, sig. $=0.000$), leading to a conclusion that nonfinancial motivation significantly influences employee effort put in to accomplish tasks, at 0.05 level of significance.

4.6.3 Non financial motivation and employee's understanding of Work Processes

In this subsection, the third aspect of employee performance (understanding Work Processes) is correlated with the seven aspects of none financial motivation and results are shown in table 4.14.

Table 4.14: Pearson's Linear Correlation Coefficient results correlating non financial motivation and understanding WorkProcesses

Variable (indices)	n	Mean	Std.Deviation	r value	Sig.
WorkProcesses	248	2.80	0.291		
POWER	248	2.15	0.781	0.233	0.000
RESPONSIBILITY	248	3.25	0.705	0.034	0.593
RECOGNITION	248	2.58	0.956	0.094	0.142
ACHIEVEMENT	248	2.78	0.576	0.128	0.044
PROMOTION	248	2.61	0.339	0.265	0.000
GROWTH	248	2.60	0.339	0.177	0.005
WORK CONDITIONS	248	3.15	0.625	0.262	0.000

Table 4.14 suggest that employee understanding of work process is not positively correlated with all aspects of nonfinancial motivation, except power ($r=0.233$, sig. =0.000), promotion ($r=0.265$, sig. =0.000) and work conditions ($r=0.262$, sig. =0.000). To get a summary picture on how non financial motivation as a whole affects understanding Work Processes, an average index (NONFINANCIALMOTIV) was correlated with understanding Work Processes index (WorkProcesses). Results of this test indicated a positive significant relationship among the seven numerical indices ($r=0.330$, sig. =0.000), leading to a conclusion that financial motivation significantly influences employee effort put in to accomplish tasks, at 0.05 level of significance.

4.6.4 Non financial motivation and employee's job commitment

In this subsection, the fourth aspect of employee performance (employees' Customer care) is correlated with the six aspects of non financial motivation and results are shown in table 4.15.

Table 4.15: Pearson's Linear Correlation Coefficient results correlating non financial motivation and employee's Customercare

Variable (indices)	n	Mean	Std.Deviation	r value	Sig.
Customer care	248	3.05	0.419		
POWER	248	2.15	0.781	0.012	0.852
RESPONSIBILITY	248	3.25	0.705	0.074	0.248
RECOGNITION	248	2.58	0.956	0.071	0.268
ACHIEVEMENT	248	2.78	0.576	0.358	0.000
PROMOTION	248	2.61	0.339	0.033	0.601
GROWTH	248	2.60	0.339	0.533	0.000
WORKCONDITIONS	248	3.15	0.625	0.289	0.000
Over all correlation; NONFINANCIALMOTIV				0.083	0.193

Table 4.15 suggest that employees' Customer care is not positively correlated with all aspects of nonfinancial motivation, except growth ($r=0.533$, sig. $=0.000$), and work conditions ($r=0.262$, sig. $=0.000$). To get a summary picture on how non financial motivation as a whole affects understanding Work Processes, an average index (NONFINANCIALMOTIV) was correlated with understanding Work Processes index (Customer care). Results of this test indicated a positive significant relationship among the seven numerical indices ($r=0.083$, sig. $=0.193$), leading to a conclusion that non financial motivation does not significantly influences employee understanding Work Processes, at 0.05 level of significance.

CHAPTER FIVE

FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

This chapter presents the findings, conclusions and recommendations following the study objectives and pertinent hypotheses. The areas for further research are also suggested here.

5.2 FINDINGS

This study was set out to establish the effects of motivation on employee performance in Rift Valley Railways, Uganda limited which was guided by the following objectives; to establish the relationship between financial motivation and employee performance in Rift Valley Railways, Uganda limited and to establish the relationship between non-financial motivation and employee performance in Rift Valley Railways, Uganda limited.

Data analysis using SPSS's descriptive statistics showing means and standard deviations, showed that employees are not fairly satisfied with; (i) financial motivation (mean ≈ 2); (ii) non financial motivation (mean ≈ 2); in Rift Valley Railways, Uganda limited.

Results using Pearson's Linear Correlation Coefficient found that employee performance in Rift Valley Railways, Uganda limited (dependent variable, measured by an index PERFORMANCE) significantly correlated with; (i) financial motivation (first independent variable component, measured by index FINMOT) with $r = 0.386$ and $\text{sig.} = 0.000$; (ii) non financial remuneration independent variable component, measured by an index NONFINMOT) with $r = 0.083$ and $\text{sig.} = 0.193$).

5.2 CONCLUSIONS

In this section, the researcher gives conclusion to the study findings in relation to the study objectives.

5.2.1 Financial motivation and employee performance in Rift Valley Railways, Uganda limited

The first objective of the study was to establish the effects of financial motivation on employee performance in Rift Valley Railways, Uganda limited, for which it was hypothesized that financial motivation significantly influences employee performance. Basing on PLCC results, this hypothesis was accepted. Based on the study findings, the researcher generated the following conclusions;

Properly conducted financial motivation strategies significantly lead to high job commitment from employees because of the financial motivation they expect in return.

Employees who are financially motivated make an effort and properly set their work schedules to accomplish the tasks assigned to them.

Financial motivation leads to the employees' understanding of work processes. If employees are well motivated financially they make an effort to understand and follow the organizations work process

Financial motivation is significantly correlated with customer care. Employees who are well motivated financially take care of the customers of the organization as a way of giving back in appreciation of the reward.

5.2.2 Non-financial motivation and employee performance in Rift Valley Railways, Uganda limited

The second objective of this study was to establish the effect of non-financial motivation on employee performance in Rift Valley Railways, Uganda limited, which was hypothesized that non-financial motivation procedures significantly influences employee performance. Basing on PLCC results, this hypothesis was accepted and basing on these findings, the following conclusions were generated;

Properly conducted non-financial strategies will significantly lead to high employee job commitment. This is done in anticipation of rewards in form of recognition, promotion and growth and improving general working conditions.

It was also concluded that nonfinancial motivation significantly influences employee effort put in to accomplish tasks. The reward given to employees make them understand their daily tasks and responsibility as well as the power they possess in executing the assigned tasks.

In the same way non financial motivation influences employee effort put in to accomplish tasks. The zeal and determination of employees in organization to complete the tasks assigned depends on how the employees are recognized, promoted and empowered.

5.3 RECOMMENDATIONS

This section deals with recommendations arising from the pertinent findings and conclusions of this study, following the study objectives and hypotheses;

5.3.1 Hypothesis one

Basing on the findings of the first hypothesis (i.e. Financial motivation affects employee performance in private Rift Valley Railways, Uganda limited), the researcher recommends the following;

Management of Rift Valley Railway should put in place well established financial motivation strategies basing on the organization level and rank of employees and reward them by looking at the efforts they put in as well as equating them to employees of similar organization.

Management of Rift Valley Railway should ensure that the work schedules of all employees are well set and that every employee is given what can be accomplished with in the expected time and be well motivated financially so as to ensure that all tasks set are accomplished.

Employees too should make an effort to understanding of work processes and execute their tasks well and accomplish them in time to enable the organization realize its objectives. Such is likely to bring more finances to the organization from which employee can be compensated.

Since customer care has a influence their satisfaction and improve customer relationship with the organization, the study recommends that employees be properly rewarded financially so as to improve on the care given to customers to attract more of them leading to the growth of the organization

5.3.2 Hypothesis two

Basing on the findings of the second hypothesis (i.e. Non financial motivation affects employee performance in private Rift Valley Railways, Uganda limited), the researcher recommends the following;

There is need for management of the Rift Valley Railways, Uganda limited to motivate employees using different means since individual satisfaction differs and people can be satisfied in different ways. Thus, management should study what satisfies people at the different level of operation and reward them according so as to improve on their performance.

Employees should go for further training in their respective areas of specialization to improve on their work process in terms of understanding what to and how to do it. This will improve on their importance in the organization and it will further improve on their output leading to improved reputation in the organization and in turn positively affect their motivation

Management and employees in Rift Valley Railways, Uganda limited should put in place a friendly working relationship that ensures that both individual and organization objectives are realized. The success of this organization will arise if all members are happy and enjoy the work they are doing.

5.4 Suggested areas for further research

There is need to do research in training and employee performance, further research can also be done in recruitment and employee performance.

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APPENDIX A: QUESTIONNAIRE

SELF-ADMINISTERED QUESTIONNAIRE ON MOTIVATION AND EMPLOYEE PERFORMANCE IN RIFT VALLEY RAILWAYS-UGANDA LIMITED

School of Postgraduate Studies and Research,
Thru: The Dean School of Business and Management,
Kampala International University,
August, 2010

Dear Prof/ Dr/ Mr/ Mrs/ Ms,

I am carrying out a survey in Rift Valley railways Uganda limited, whose purpose is to identify factors that affect performance thus contributing to the organization's employee performance system which is necessary, if the organization's is to survive the future global competitive pressures. The questionnaire below is for employees like you who are expected to perform to their best (e.g. employee job commitment, effort put in by employees to accomplish tasks, understanding work process, and customer care given to clients) to enhance their work, it is against that background that you have been selected to participate in the research by completing the questionnaire. It could thus be very helpful if you assist me by answering the attached questionnaire as per the instructions provided at the beginning of each situation. You should provide the most appropriate answer in your opinion by ticking, circling or writing

in the given space as the case may be. The success of this part of the research will entirely depend on your positive cooperation. Your responses will be kept confidential. In any case the questionnaire is anonymous. Please endeavour to fill the questionnaire within two weeks and return it toin your department.

Thank you.

Yours faithfully,

Masinde Eriya (Researcher)

SECTION A: DEPENDENT VARIABLE: EMPLOYEE

PERFORMANCE

Please note that this Section distinguishes among job commitment by employees (Subsection A1), employee effort put in to accomplish tasks (Subsection A2), understanding work process (Subsection A3) and how employees give customer care to clients (Subsection A4). In other words, your performance may not coincide with what the organization expects from you. That is why we need answers to subsections A1, A2, A3 and A4.

A1. Job commitment

Please indicate how performance is in terms of job commitment: Your respective opinions are to range from 1=Strongly disagree; 2=Disagree; 3=Neither agree nor disagree; 4=Agree 5=Strongly agree

1. Affective job commitment

1.1 You are emotionally attached to the organization.	1	2	3	4	5
1.2 You always identify with the goals of the organization.	1	2	3	4	5
1.3 You feel you have the desire to remain in the organization.	1	2	3	4	5

2. Continuance job commitment

2.1 You feel there is high economic cost of leaving	1	2	3	4	5
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the organization in terms of pensions, accruals to mention but a few.					
2.2 You feel there is high social cost of leaving the organization in terms of losing friendship ties with co-workers.	1	2	3	4	5
3. Normative job commitment					
3.1 You feel you have moral obligation to remain working in the organization because of what the organization has done for you as an individual.	1	2	3	4	5
3.2. You feel you have moral obligation to remain working in the organization because of what the organization has done for your family or socialization process.	1	2	3	4	5
A2. Effort put in to accomplish tasks					
Please indicate the extent to which you agree with the following about task accomplishment: Your respective opinions are to range from 1=Strongly disagree; 2=Disagree; 3=Neither agree nor disagree; 4=Agree 5=Strongly agree					
2.1 Your task accomplishment is good.	1	2	3	4	5
2.2 Your task accomplishment is better.	1	2	3	4	5
2.3 Your task accomplishment is Best.	1	2	3	4	5
2.4 Your task accomplishment is poor.	1	2	3	4	5
A3. Understanding work process (delineation of skills and competencies that the apprentice is to learn and perform)					
3.1 Your understanding of work processes is good.	1	2	3	4	5
3.2 Your understanding of work processes is poor.	1	2	3	4	5

A4. Customer care					
Please indicate the extent to which you agree with the following about customer care: Your respective opinions are to range from 1=Strongly disagree;2=Disagree;3=Neither agree nor disagree; 4=Agree 5=Strongly agree					
3.1 Your customer care is good.	1	2	3	4	5
3.2 Your customer care is poor.	1	2	3	4	5

SECTION B: INDEPENDENT VARIABLE I: FINANCIAL

MOTIVATION

4. Pay					
Please describe the pay you get. Your respective opinions are to range from 1=Strongly disagree;2=Disagree;3=Neither agree nor disagree; 4=Agree 5=Strongly agree					
7.1 Your organization uses pay motivation system.	1	2	3	4	5
7.2 Is your pay enough for you in organization?	1	2	3	4	5
7.3 Do you get your pay on time in your organization?	1	2	3	4	5
7.4 You need pay reforms in your organization	1	2	3	4	5
Please specify.....					
4.1.Salary as a form of motivation					
Describe the salary you get. Your respective opinions are to range from 1=Strongly agree;2=Disagree;3=Neither agree nor disagree; 4=Agree 5=Strongly agree					
4.1 .1 Your current salary is enough for you.	1	2	3	4	5
4.1.2 Your salary comes on time	1	2	3	4	5

4.1.3 You need salary reforms	1	2	3	4	5
Please specify.....					
4.2.Wages as a form of motivation					
4.1 You also get wages in your organization.	1	2	3	4	5
4.2 Is your wage enough for you?	1	2	3	4	5
4.3 You get wages on time in your organization.	1	2	3	4	5
4.4 You need wages reforms in your organization.	1	2	3	4	5
Please specify.....					
4.3.Piece rate Pay system					
4.3.1. You are paid on a piece rate system in your organization?	1	2	3	4	5
4.3.2. The piece rate system good enough for you?	1	2	3	4	5
4.3.3. You need any reforms in the piece rate system remuneration system in your organization?	1	2	3	4	5
Please specify.....					
5. Incentive pay system					
5.1 You get incentives in your organization.	1	2	3	4	5
5.2 You get incentives on time in your organization.	1	2	3	4	5
5.3 You need any incentives remuneration system reforms in your organization?	1	2	3	4	5
Please specify.....					
5.1. Commission motivation system					
5.1.1 You get commissions in your organization.	1	2	3	4	5

5.1.2 You have a commission motivation plan in your organization.	1	2	3	4	5
5.1.3 You need commission motivation system reform(s) in your organization	1	2	3	4	5
Please specify.....					
5.2. Bonuses motivation system					
5.2.1 You get bonuses in your organization.	1	2	3	4	5
5.2.2 You get bonuses on time in your organization.	1	2	3	4	5
5.2.3 You have a bonuses remuneration plan in your organization.	1	2	3	4	5
5.2.4 You need any bonuses motivation system reforms in your organization	1	2	3	4	5
Please specify.....					
5.3. Profit sharing motivation system					
5.3.1 You also share profits in your organization	1	2	3	4	5
5.3.2 You get the shared profits on time in your organization?	1	2	3	4	5
5.3.3 You have a profit sharing motivation plan in your organization	1	2	3	4	5
5.3.4 You need any profit sharing motivation system reforms in your organization	1	2	3	4	5
Please specify.....					
6. Employee benefit motivation system					
6.1 You also get employee benefits in your organization.	1	2	3	4	5
6.2 You get the employee benefits on time in your organization.	1	2	3	4	5
6.3 You have an employee benefits remuneration plan in your organization.	1	2	3	4	5

6.4 You need employee benefits motivation system reforms in your organization.	1	2	3	4	5
Please specify.....					
6. 1 Sick pay					
6.1.1 You also get sick pay benefits in your organization.	1	2	3	4	5
6.1.2 You get sick pay benefits on time in your organization.	1	2	3	4	5
6.1.3 You have sick pay benefits plan in your organization.	1	2	3	4	5
6.1.4 You need any sick pay benefits reforms in your organization.	1	2	3	4	5
Please specify.....					
6.2 Vacation benefits					
6.2.1 You also get vacation benefits in your organization.	1	2	3	4	5
6.2.2 You get vacation benefits on time in your organization.	1	2	3	4	5
6.2.3 You have vacation benefits plan in your organization.	1	2	3	4	5
6.2.4 You need any vacation benefits reforms in your organization.	1	2	3	4	5
Please specify.....					
6.3 Retirement benefits					
6.3.1 You also get retirement benefits in your organization.	1	2	3	4	5
6.3.2 Your retirement benefits come in time in your organization.	1	2	3	4	5
6.3.3 Your organization has a retirement benefits plan.	1	2	3	4	5
6.3.4 Any need for retirement benefits reforms in your organization.	1	2	3	4	5
Please specify.....					

SECTION C: INDEPENDENT VARIABLE II: NON FINANCIAL

MOTIVATION

7.Autonomy/power and control

Please describe the extent to which you agree with the following descriptions of your organization in respect to autonomy. Your respective opinions are to range from 1=Strongly disagree;2=Disagree;3=Neither agree nor disagree; 4=Agree 5=Strongly agree

7.1. In your organization you are given a lot of autonomy/control and power.	1	2	3	4	5
7.2. Your head of organization ensures you all participate in freely in all matters.	1	2	3	4	5
7.3. Your organizational head ensures everyone feels the urgency of motivation matters.	1	2	3	4	5
7.4. Your head of department ensures effective monitoring and evaluation of the organization's motivation progress.	1	2	3	4	5

8.Responsibility

To what extent do you agree with the following descriptions of your organization in respect to responsibility? Your respective opinions are to range from 1=Strongly agree;2=Disagree;3=Neither agree nor disagree; 4=Agree 5=Strongly agree

8.1. You are given a lot of responsibility in your organization.	1	2	3	4	5
8.2. Your head of organization ensures you all have responsibility.	1	2	3	4	5
8.3. Your head of organization ensures everyone feels the urgency of responsibility in your organization.	1	2	3	4	5
8.4. Your head of organization ensures effective monitoring and evaluation for each one of you in the organization.	1	2	3	4	5

9. Recognition

To what extent do you agree with the following descriptions of your organization in respect to recognition? Your respective opinions are to range from 1=Strongly agree; 2=Disagree; 3=Neither agree nor disagree; 4=Agree 5=Strongly agree; 3=Neither agree nor disagree; 4=Agree 5=Strongly agree

9.1 You are given a lot of recognition in your organization.	1	2	3	4	5
9.2 Your head of department ensures you all have recognition.	1	2	3	4	5
9.3 Your head of organization ensures everyone feels the urgency of recognition in your organization.	1	2	3	4	5
9.4. Your head of department ensures effective monitoring and evaluation for each one of you in the department.	1	2	3	4	5

10. Achievement

To what extent do you agree with the following descriptions of your organization respect to achievement? Your respective opinions are to range from 1=Strongly disagree; 2=Disagree; 3=Neither agree nor disagree; 4=Agree 5=Strongly agree; 3=Neither agree nor disagree; 4=Agree 5=Strongly agree

10.1 Your head of organization ensures you all achieve your goals.	2	2	3	4	5
10.2 Your head of organization ensures everyone feels the urgency of achievement in your organization.	1	2	3	4	5
10.3 Are there some things you have not achieved in life?	1	2	3	4	5
Please specify.....					
10.4. Your head of organization ensures effective monitoring and evaluation for each one of you to achieve your goals in the organization.	1	2	3	4	5

11. Promotion

To what extent do you agree with the following descriptions of your organization in respect to promotion? Your respective opinions are to range from 1=Strongly disagree; 2=Disagree; 3=Neither agree nor disagree; 4=Agree 5=Strongly agree; 3=Neither agree nor disagree; 4=Agree 5=Strongly agree

11.1 Your organization has a policy they follow to promote staff.	1	2	3	4	5
11.2 Your head of organization ensures you all have equal chance for promotion.	1	2	3	4	5
11.3 Your organization promotion needs to be improved.	1	2	3	4	5
Please specify.....					
11.4. Your head of organization ensures effective monitoring and evaluation for each one of you to achieve your goals in the organization.	1	2	3	4	5

12. Career development/ growth

Please describe the extent to which you agree with the following descriptions of your organization in respect to promotion. Your respective opinions are to range from 1=Strongly disagree; 2=Disagree; 3=Neither agree nor disagree; 4=Agree 5=Strongly agree; 3=Neither agree nor disagree; 4=Agree 5=Strongly agree

12.1 Your organization has a career development for staff.	1	2	3	4	5
12.2 Your organization ensures you all have equal chance for career development.	1	2	3	4	5
12.4. Your head of organization ensures effective monitoring and evaluation for each one of you to know who needs what career development in the organization.	1	2	3	4	5
12.4 Your organisation's career development policy needs to be improved.	1	2	3	4	5
Please specify.....					

know who needs what career development in the organization.					
12.4 Your organisation's career development policy needs to be improved.	1	2	3	4	5
Please specify.....					

13. Work conditions

Please describe each of the following things in respect to your work conditions in your organization. Your respective opinions are to range from 1=Very poor; 2=Poor; 3=Neither poor nor good; 4=Good 5=Very good

13.1 Your work conditions description in the organization in general.	1	2	3	4	5
13.2 Your work conditions description in the organization in terms of lighting.	1	2	3	4	5
13.3 Your work conditions description in the organization in terms of noise.	1	2	3	4	5
13.4 Your work conditions description in the organization in terms of other conditions apart from lighting and noise?	1	2	3	4	5
Please specify.....					

SECTION D: BACKGROUND VARIABLES

Now to help us classify your responses, avail us the following facts:

14.1 Your department

15.2 Your designation

1 .Top Manager

2. Middle level manager

3. Lower level manager

4. Causal employee

16.3 What is your gender? 1. Female 2. Male

17.4 How old are you? (to the nearest whole number in years).....Years.

18.4 How would describe your income level now?

1. Low.
2. Medium or middle.
3. High or upper

Thank you for your precious time.