

**MOTIVATION AND EMPLOYEE PERFORMANCE IN AN ORGANIZATION: A CASE
STUDY OF HIMA CEMENT FACTORY KASESE DISTRICT
WESTERN UGANDA**

BY

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**A RESEARCH REPORT SUBMITTED TO THE SCHOOL OF BUSINESS AND
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DECLARATION

I Nsasiirwe Harriet hereby declare that this work is my original work and is from my own findings and has never been produced by anybody else for the same award in the institution of Kampala International University.

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APPROVAL

I affirm that the approval has been given for this research to be submitted to the school of Business and Management as a requirement for the partial fulfillment for the award of a Bachelor's degree in Human Resource Management of Kampala International University.

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Signature.....

Date.....16-05-2011.....

DEDICATION

I dedicate this research in full gratitude to my mother Muhagira Hope and husband Muhangi Edison for what you have done for me both materially and spiritually and for believing in me despite all odds. In all humility, this dedication is my humble recognition of your importance to me and my destiny.

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I am highly indebted and thank full to my dedicated and committed supervisor Mr. Wandiba Augustine for his intellectual and academic guidance that has enabled me produce this research work. His supervisory skills have been widely fruitful to me in as far as this research is concerned.

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ABSTRACT

The topic of the study was motivation and employee performance in Hima cement factory in Kasese district western Uganda; the problem of the study was to have proper motivation of employees in Hima cement factory in Kasese district western Uganda.

The purpose of the study was to establish the relationship between employee motivation and their performance in Hima cement factory in Kasese district western Uganda.

The objectives of the study were;

To find out the types of motivation in Hima cement factory in Kasese district western Uganda; to establish the ways of motivating employees in Hima cement factory in Kasese district western Uganda; to establish the effects of motivation on employee performance in Hima cement factory in Kasese district western Uganda.

The research used both qualitative and quantitative research designs.

The findings of the study indicated the following;

There is use of both intrinsic and extrinsic motivation in Hima cement factory in Kasese district western Uganda; the ways of how to motivate employees in Hima cement factory in Kasese district western Uganda is through effective leadership, through encouraging employee involvement in organizational activities, through delegation of duties to employees, through encouraging employee participation in decision making, through training employees into the required skills, through provision of job security to employees, through having open communication systems in the company and others; the effects of motivation on employee performance in Hima cement factory in Kasese district western Uganda are improved employee commitment, improved employee satisfaction, flexibility enhancement, improved quality of service to customers and others.

In conclusion, Hima cement factory in Kasese uses both intrinsic and extrinsic motivation, motivation is done through delegation of duties to employees, effective leadership, employee involvement, employee participation, training employees into the required skills and through providing job security to employees; the effects of motivation on employee performance are improved employee commitment, improved quality of service to customers, improved employee job satisfaction and others.

The recommendations of the study were;

Hima cement factory should ensure proper motivation of employees through delegation of duties to the employees, through encouraging employee involvement, through employee participation, through providing job security to employees and others.

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CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter presents and describes a back ground of the study, statement of the research study, the purpose of the study, research objectives, research questions, the scope of the study, and the significance of the study. .

1.1 Background of the study

The term motivation is derived from Latin word movere, meaning “to move”. In most organizations in the world, motivation of employees is viewed as a way of developing and maintaining the workforce that can perform better hence improving the performance of the organizations (Gordon Bethune, CEO of continental Air lines). According to reinforcement theory of motivation, most employees in the world are motivated by rewards; rewards play a bigger role as they can cause behavior to change or remain the same over time.

Most managers motivate their employees through positive reinforcement while others use punishment. In most parts of the world, motivation is done through giving employees freedom of interaction, through coercing employees, through rewards and through delegation of duties to the lower level employees.

In Africa, for example, motivation is seen as a way of figuring how to create a system in which employees can genuinely want to perform in ways that fit the organization’s goals and objectives.

In most cases, motivation is a way in which people choose how hard they work and how much effort they expend in order to improve their performance and the performance of the organization as a whole. In Uganda and Hima cement factory, motivation is used as a means of enabling workforce to spur their potentials and then improve the performance of the company.

According to Griffin, (2002), motivation is defined as the set of forces that cause people to behave in certain ways.

Motivation is the set of forces that initiates, directs and makes people persist in their efforts to accomplish a goal. In terms of this definition, initiation of effort is concerned with choices that people make about how much effort to put forth in their jobs (Williams, 2003).

According to Aswathappa, (2008), motivation is a set of forces that cause people to behave in certain ways.

Motivation refers to the forces within a person that affect his/her direction, intensity and persistence of voluntary behavior. Motivated employees are willing to exert a particular level of effort (intensity), for a certain amount of time (persistence), towards a particular goal (Mc Shane&Glinow, 2003).

According to Robbins, (1998), motivation is the willingness to exert high levels of efforts toward organizational goals, conditioned by the efforts and ability to satisfy some individual need.

Motivation is defined as willingness, capacity and opportunity to perform a particular task so as to improve job performance. According to this definition, motivation has three distinct components which are determinants of job performance; capacity to perform, opportunity to perform and willingness to perform (Ivancevich&Matterson, 1999).

According to Gomez-Mejia&Balkin,(2002), motivation is the way of energizing, directing and sustaining subordinate's effort in order to enable them be capable of performing better in their jobs.

In relation to this study, motivation is defined as willingness of employees to open up their potentials so as to improve their performance levels in the organization.

Performance is defined as the organization's ability to attain its goals by using resources in an efficient and effective manner (Daft, 2000).

According to Donnelly, Gibson and Ivancevich, (1987), performance is defined as effective accomplishment of goals of the organization through resources.

Worldwide, most organizations try to motivate their employees well while others still fail to motivate their employees well.

In Uganda, most organizations are trying to motivate their employees by first studying the way in which most employees are motivated.

Whereas most organizations worldwide and in Uganda do motivate their employees well, others still do not motivate their employees well including Hima Cement factory in Kasese district.

The idea about the study developed when the researcher heard a hot argument from some of employees from Hima cement factory about how they are being motivated (named Biira Scovia). According to Biira's statement, failure to motivate employees well has affected the performance of Hima cement factory Kasese district.

1.2 Statement of the problem:

In most organizations emphasis has been put to improve on their way of motivating workforce. Hima cement factory Kasese district has failed to motivate its employees to their expectation, this is according to the statement from Biira Scovia, one of the employees in Hima Cement Factory Kasese district. According to Biira's statement, failure to motivate employees well has hindered the commitment of such employees to the goals of the company, hence affecting negatively the performance of Hima Cement Factory.

This study therefore is meant to establish ways of how the company can motivate its employees so as to improve their performance in the company.

1.3 Purpose of the study:

The Purpose of the study is to establish the relationship between employee motivation and their performance in Hima cement factory Kasese district.

1.4 Research Objectives:

The following will be the objectives and under which the research will be carried out;

1. To find out the types of motivation used in Hima cement factory Kasese district.
2. To establish the ways of motivating employees in Hima cement factory Kasese district.
3. To establish the effects of motivation on employee performance in Hima cement factory Kasese district.

1.5 Research Questions

1. What are the types of motivation used in Hima cement factory Kasese district?
2. What are the ways of motivating employees in Hima cement factory Kasese district?
3. What the effects of motivation on employee performance in Hima cement factory Kasese district?

1.6 Scope of the Study:

1.6.1 Geographical scope

The study will be carried out in Hima cement factory Kasese district. The research will cover most of the employees who work in Hima cement factory Kasese district including the top officials of the company.

1.6.2 The Content scope

The research will zero on employee motivation and their performance.

1.7 Significance of the Study

The study will be useful in the following ways;

- In finding how best the management of Hima cement factory Kasese district can motivate their employees to improve performance.

- To other researchers, students and lecturer for further references.
- To policy makers of Hima cement factory Kasese district in providing effective way of motivating its employees for their better performance and also to other policy makers.
- It will provide up to date literature for academicians and other stakeholders.
- It will be important because it will contribute to the researcher's fulfillment of requirements for the award of bachelor's degree in Human Resource Management

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter is all about the review of the related literature and scholars' and researchers' views and ideas elsewhere in the world about the problem under study. It is concerned with the theoretical frame work of the study, and the conceptual frame work of the study. The literature will be mainly taken from other secondary source of data such as text books.

2.1 Theoretical frame work of the study.

The study will be guided by the reinforcement theory of motivation. This theory of motivation explains the role of rewards as they cause behavior to change or remain the same over time. Specifically, reinforcement theory argues that behavior that results in rewarding consequences is likely to be repeated, whereas behavior that results in punishing consequences is less likely to be repeated.

The four basic kinds of reinforcement that can result from behavior are;

Positive reinforcement; which is a method of strengthening behavior with rewards or positive outcomes after a desired behavior is performed.

Punishment; which is used to weaken undesired behaviors by using negative out comes or un pleasant consequences when the behavior is performed.

Avoidance; which is used to strengthen behavior by avoiding unpleasant consequences that would result if the behavior were not performed.

Extinction; which is used to weaken undesired behaviors by simply ignoring or not reinforcing that behavior.

In respect to this study therefore, reinforcement theory states that, employees will be motivated to perform when they are reinforced, and this will result into better organizational performance.

The theory holds that, managers should always reinforce their work force in order to improve the performance of their organizations.

2.2 Conceptual frame work

Independent variable

Positive effects

Dependent variable

- Loyalty and ownership of the company.
- Reduced absenteeism
- No incidence of strikes
- Reduced late coming
- Reduced labour turnover
- Employee commitment
- Increased innovation

Motivation

Employee performance.

Negative effects

- Loss of ownership of company
- Absenteeism
- Late coming
- Strikes
- High labour turnover
- Reduced commitment
- Reduced innovativeness

Source: Bohlander, G.S. Snell & Sherman, A (2001).

The conceptual framework shows the relationship between dependent and independent variable.

The independent variable is motivation while the dependent variable is performance which is a result of motivation.

The motivation of employees has an effect on their performance both positive effects and negative effects depending on the employees' perception.

2.3 Related literature

This will involve reviewing of related literature objective by objective.

2.3.1 Types of motivation

According to Armstrong, (2006), and Rao, (2009), motivation is categorized into intrinsic and extrinsic motivation. These two types of motivation were originally identified by Herzberg et al (1957).

Intrinsic motivation; are self-generated factors that influence people to behave in a particular way or to move in a particular direction. These factors include responsibility (feeling that the work is important and having control over one's own resources), autonomy (freedom to act), scope to use and develop skills and abilities, interesting and challenging work and opportunities for advancement (Armstrong, 2006).

Extrinsic motivation; this is what is done to or for people to motivate them. This includes rewards, such as increased pay, praise or promotion, and punishments, such as disciplinary action, withholding pay, or criticism (Armstrong, 2006).

The most well-known extrinsic motivators include the following;

Rewards; these are pay employees receive in monetary and non-monetary terms. Rewards make employees put forth more efforts to improve their performance. This depends on whether the employees are motivated by financial rewards or not.

Promotion; this is motivation where employees are moved from low paying to higher paying jobs in the organization. This motivates employees and enable them perform better (Griffin, 1999).

Employee recognition; this is a motivator where employees are praised for their better performance. For example being given certificate of recognition (Sherman&Bohlander, 1992).

Employee participation and involvement; employee participation is where employees are considered to have a say in decision making. This makes employees get motivated to their jobs (Sherman&Bohlander, 1992).

Punishments; this is a negative motivation to employees such as disciplinary action like suspension, interdiction, and withholding pay and others. These motivate the work force to perform their duties (Armstrong, 2006).

2.3.2 Ways of motivating employees

Through effective leadership; in organizations, leadership is usually associated with the influence that a manager exerts in the accomplishment of goals associated with the productivity of the organization. Thus, effective leadership among managers may be viewed as a means of motivating employees to improve their performance (Sherman&Bohlander, 1992).

Through ensuring equity; when equity is emphasized in the organization, employees get committed to their work hence improving their performance. Equity theory explains how employees respond to situations in which they feel they have received less or more than they deserve (Sherman&Bohlander, 1992).

Through encouraging employee involvement in the organizational activities; this can be done by designing work in a way that encourages employee involvement. Employee involvement is also one of the tools organizations use to motivate employees in order to elicit high performance from them (Sherman&Bohlander, 1992).

Through encouraging employee participation in decision making; increased employee participation in decision making motivates employees and offers a number of advantages including stronger commitment to the organization's goals, better understanding of the decisions

made in the organization, and improvement in the quality of the decisions themselves. All these improve the performance of the organization (Sherman&Bohlander, 1992).

Through using rewards; rewards are an important motivational tool for any organization. But rewards are not always used to enhance productivity. Rewards will motivate employees who use money as a motivator (have extrinsic motivation) (Sherman&Bohlander, 1992).

Through designing responsible and challenging goals and good group relations; these approaches to motivating work force maximizes employees' job motivation. These approaches are according to Douglas Mc Gregor's theory Y (Robbins, 1998).

Training workforce into the required skills, which will enable employees to identify with the organization and get retained hence, increasing their level of motivation in the organization. This as a result will lead to improved performance in the organization (Dessler, 2006).

Promoting workforce who have attained skills after undergoing training; this will make such employees feel that they belong to the government and hence get more motivated and such motivated employees will get devoted to their work, hence improving performance of the organization (Schermerhorn, 1996).

Provide job security to the employees, this will enable them have a sense of belongingness to the organization hence improving their motivation level in the organization. This as a result improves the performance of the organization (Schermerhorn, 1996).

Having proper performance appraisal system where the workforce is made aware about how they are performing and rewarding those employees who have performed up to the expectation and having discussion with those employees who have failed to perform up to the required performance. This as a result becomes a motivator to the employees in the organization, hence improving the performance of the organization (Schermerhorn, 1996).

Delegation of responsibilities and rewarding employees who have performed better; this will enable the workforce acquire more skills and have a sense of belongingness to the organization, this as a result, leads to increased employee motivation in the organization, hence improved performance (Schuler, 1995).

Having open system of communication between the workforce and the management which will result into improved motivation from employees since free communication will increase the interaction between the management and the employees or among employees themselves. This motivator will make employees get devoted to their work hence improved performance (Schuler, 1995).

2.3.3 Effects of motivation on employee performance

Motivation has got both positive and negative effects on employee performance in the organization. This depends on whether motivation was viewed as good motivation or bad motivation, depending on employees' perception.

The positive effects of motivation on employee performance are as follows;

Improved employee commitment; commitment according to Porter Et al, (1974), refers to the attachment and loyalty. It is the relative strength of the individual's identification with, and involvement in a particular organization. Motivation increases employee commitment to the goals of the organization, hence improved performance (Armstrong, 2006).

Motivation improves employee satisfaction to their jobs; satisfied employees always love to stay with the organization and get devoted to the organizational goals hence improving the level of organizational performance (Armstrong, 2006).

Motivation of employees result into increased innovation of the workforce in the organization. Innovation is all about coming up with new ideas in the organization (creativity). This employee creativity will bring about improved performance in the organization (Noe&Hollenbeck, 2004).

Improved quality of service to the customers; customers are offered better quality service from the organization when there is good motivation system in the organization. This is because motivated employees will tend to serve the customers of the organization with high level service (Noe&Hollenbeck, 2004).

Enhances flexibility in performing duties; flexibility is the ability of the employees to change in the way of performing task as the demand changes. Once motivated, employees become flexible

in the way of their work schedules and results into better performance in the organization (Noe&Hollenbeck, 2004).

Motivation increases the relationship between the subordinates and the management or among the workforce in the organization. This means that the interaction between the management and workforce or among the employees is good and this brings about better performance in the organization (Noe&Hollenbeck, 2004).

Motivation enables employees to identify with the organization's goals and enable them get committed to such goals of the organization. Once they identify to these goals, their performance in the organization will improve (Noe&Hollenbeck, 2004).

Good motivation result into desired behavior towards performance in the organization. Employees reduce on the incidence of absenteeism and late coming. This as a result leads to better and improved performance of the employees in the organization (Noe&Hollenbeck, 2004).

Good motivation maintains good public image of the organization and this markets the organization to the public. This as a result enables the organization to attract competent workforce hence better performance in the organization (Noe&Hollenbeck, 2004).

Good motivation encourage efficiency, effectiveness and high productivity and this results into better and improved performance of the company (Bohlander, et al, 2001)

The negative effects of motivation to employee performance is when the motivation is perceived as not good. When motivation is viewed as bad motivation, the negative effects to the employee performance will include; reduced employee morale, un desired behavior, reduced commitment to organizational goals, affecting the public image of the organization and others.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter presents and describes methods and techniques that were used to collect and analyze data. It includes research design, area of the study, study population, sampling procedure, data collection instruments, research procedure, and data analysis,

3.1 Research Design

The study was carried out using both qualitative and quantitative research designs.

3.2 Area of the Study

The study was carried out in Hima cement factory Kasese district; most respondents were selected from the employees in Hima cement factory Kasese district.

3.3 Sample size

The sample size comprised of 60 respondents and this sample was selected from employees of Hima cement factory Kasese district. The sample comprised of both men and women irrespective of religion, age, and tribe. The sample selection was done with no discrimination, in that, whether one is still on probation was still selected.

3.4 Sampling Procedure

The researcher used simple random sampling technique in a sense that there was no discrimination in selecting respondents, that is, each and every individual had equal chance of being selected be it male or female. In this procedure, the respondents were selected at random, and these respondents were identified according to their willingness and availability to take part in the study.

3.5 Data sources

The sources of the data in the study were both primary source and secondary source of the data.

3.6 Data Collection Instruments

Data collection instruments were basically questionnaires and interviews.

3.6.1 Questionnaire

Questionnaires by definition mean a set of printed questions addressed by the researcher to the respondent for him or her to answer and after answering return the questionnaires to the researcher. The questionnaires were administered personally by the researcher to the respondents and collected after time interval. The questionnaire comprised of open ended and closed ended questions that required respondents to answer all the questions to the best of their knowledge.

In this study, the researcher used questionnaires because they are cheap, quicker, they cover many respondents, they are free from interview bias, and give accurate information since respondents take their time to answer the questions. However, they have a disadvantage of high rate of non response.

3.5.2 Interviews

Interviews were also used in this study. Interviews that were used also comprised of both structured and un structured questions which were asked to respondents from Hima cement factory Kasese district and requiring answers from these respondents. The interview were centered on the effects of motivation on the employee performance in Hima cement factory Kasese district .

In this study, the researcher used interviews because they encourage interaction between the researcher and the respondents, there will be clarification of some questions to the respondents, and others.

3.6 Research Procedure

The researcher obtained an introductory letter from Kampala International University School of Business and Management to Hima cement factory Kasese district and permission was got from the top officials of Hima cement factory Kasese district allowing the researcher to conduct this study. Respondents was given information on how to go about with the questionnaire filling

process and some questions were asked by the respondents where necessary for clarification especially during interviews.

3.7 Data Analysis

After data collection, only correctly filled questionnaires were edited and coded and analysis was done by use of frequencies, percentages and then true findings were presented by using tables.

CHAPTER FOUR

ANALYSIS, PRESENTATION AND INTERPRETATION OF DATA

4.0 Introduction

This chapter presents data analysis, presentation and interpretation. It mainly summarizes key issues from theoretical and empirical literature. The analysis was done in accordance with the research objectives and variables of the study which are motivation and employee performance. The researcher employed various tools to analyze the data collected such as frequencies, and percentages. Quantitative data presentation techniques were used.

4.1 Types of motivation used in Hima cement factory in Kasese district western Uganda

The responses are as shown in table 1.

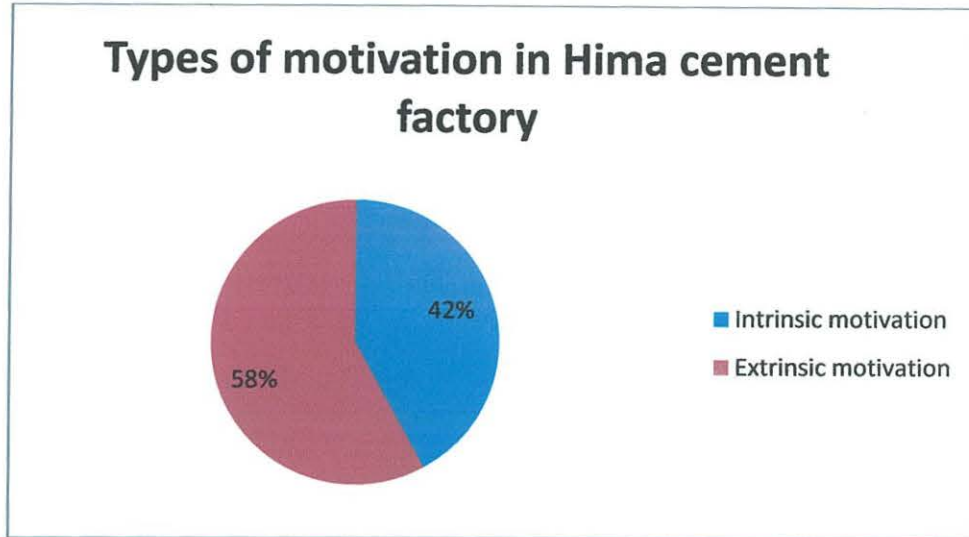
Table 1, Types of motivation used in Hima cement factory in Kasese western Uganda

| Response | Frequencies | Percentages (%) |
|----------------------|-------------|-----------------|
| Intrinsic motivation | 25 | 42 |
| Extrinsic motivation | 35 | 58 |
| Total | 60 | 100 |

Source: Primary data

The findings in the table showed that many respondents believed that Hima cement factory uses extrinsic motivation as shown by 58% of the respondents whereas only 42% believed that there is use of intrinsic motivation. This can also be illustrated on figure1 below.

Figure 1, Types of motivation used in Hima cement factory in Kasese district



According to the research carried out using interviews, the types of motivation used in Hima cement factory in Kasese are both intrinsic and extrinsic; 56% do believe that there is use of extrinsic motivation while 44% responded that there is use of intrinsic motivation.

4.2 Ways of motivating employees in Hima cement factory in Kasese

The responses are as shown in table 2 .

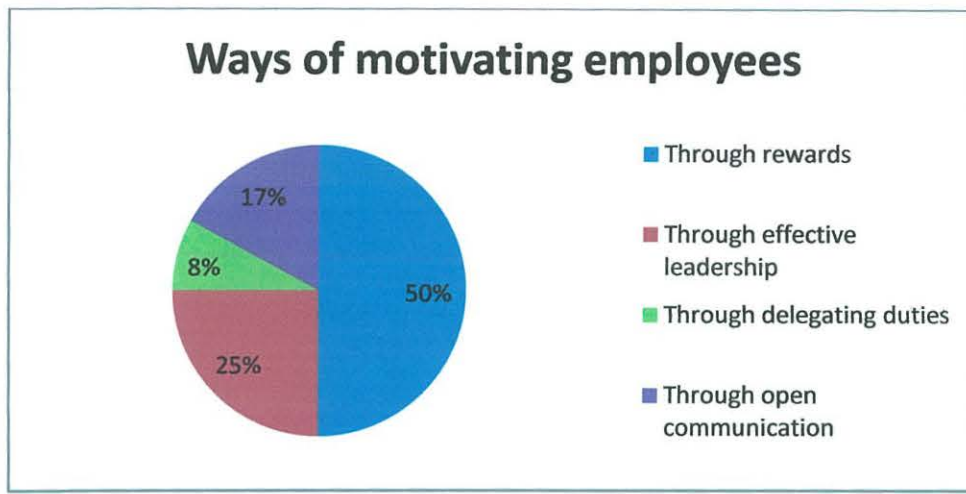
Table 2 Ways of motivating employees in Hima cement factory in Kasese

| Response | Frequencies | Percentages (%) |
|------------------------------|-------------|-----------------|
| Through rewards | 30 | 50 |
| Through effective leadership | 15 | 25 |
| Through delegating duties | 05 | 08 |
| Through open communication | 10 | 17 |
| Total | 60 | 100 |

Source: Primary data

The study findings showed that the various ways of motivating employees in Hima cement factory in Kasese are through rewards, effective leadership, delegating duties and through open communication. This is shown by 50%, 25% 08% and 17% respectively. This can also be shown on figure 2 below.

Figure 2 ways of motivating employees in Hima cement factory in Kasese



The research carried out using interviews showed that the major ways of motivating employees in Hima cement factory in Kasese are through rewards shown by 55%, through effective leadership shown by 25% and through open system of communication shown by 20%.

4.3 Effects of motivation on employee performance in Hima cement factory in Kasese

The responses are as shown on table 3 below.

Table 4.3 Effects of motivation on employee performance in Hima cement factory in Kasese

| Response | Frequencies | Percentages (%) |
|--|-------------|-----------------|
| Improved employee commitment | 20 | 33 |
| Increased employee innovation | 20 | 33 |
| Improved employee job satisfaction | 12 | 20 |
| Improved quality of service to customers | 08 | 14 |
| Total | 60 | 100 |

Source: Primary data

The findings on the table showed that the effects of motivation on employee performance are improved employee commitment as shown by 33%, increased employee innovation as shown by 33%, improved employee job satisfaction as shown by 20% and improved quality of service to customers as shown by 14%. This is illustrated on the figure 3 below.

Figure 3 Effects of motivation on employee performance in Hima cement factory in Kasese



The data collected using interviews showed that the effects of motivation on employee performance in Hima cement factory in Kasese are improved employee commitment showed by 30% of the respondents, improved employee job satisfaction shown by 35%, improved quality of service to customers showed by 20% of the respondents and increased level of innovativeness shown by 15% of the respondents.

CHAPTER FIVE

DISCUSSION OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter covers the discussion of findings of the research carried out, conclusion, recommendations, limitations of the study, and areas for further research.

5.1 Discussion of findings

5.1.1 Types of motivation used in Hima cement factory in Kasese

According to the findings of the study, the types of motivation used in Hima cement factory in Kasese district are both intrinsic and extrinsic motivation; but mostly there is use of extrinsic motivation such as rewards, this is in relation to other previous researchers such as Alinaitwe (2007) and Alex, (2008), who stated that, the most commonly used types of motivation in Hima cement factory in Kasese are both extrinsic and intrinsic motivation.

5.1.2 Ways of motivating employees in Hima cement factory in Kasese district

From the research findings, the various ways of motivating employees in Hima cement factory in Kasese are through rewards, through effective leadership, through delegation of duties to the employees by the management, through open communication system and through encouraging employee involvement and participation in the company activities and decision making. This is in relation to other previous researchers such as Mugisha, (2009) and Baluku (2008) who stated that the various ways of motivating employees in Hima cement factory in Kasese are through rewards, effective leadership, encouraging employee involvement and participation in company activities and decision making process.

5.1.3 Effects of motivation on employee performance in Hima cement factory in Kasese

According to the research findings, motivation has both positive and negative effects on employee performance. These effects of motivation on employee performance are improved employee commitment, improved employee job satisfaction, increased level of innovativeness,

high quality service delivery to customers and good relationship between the management and the employees. This is in relation to the previous researchers' reports, Alex (2007) and Baluku, (2008), who stated that the effects of motivation on employee performance are improved employee commitment, improved employee job satisfaction, increased quality of service to customers and others.

5.2 Conclusion

The conclusion of the study is that, the types of motivation used in Hima cement factory in Kasese are extrinsic and intrinsic motivation.

The various ways of motivating employees in Hima cement factory in Kasese are through rewards, effective leadership, encouraging employee involvement and participation in the activities and decisions in the company and through providing job security to employees.

It can also be concluded that the effects of motivation on employee performance are improved employee commitment, improved employee job satisfaction, improved quality of service to customers, improved innovativeness in the company and good relationship between the management and the employees.

5.3 Recommendations

The recommendations were made in relation to the findings and the conclusion and included the following;

- There should be effective leadership in the company where a manager exerts influence in the accomplishment of goals to improve productivity and performance.
- There should be encouragement of employee involvement and participation in decision making; increased employee participation in decision making motivates employees and offers a number of advantages including stronger commitment to the organization's goals, better understanding of the decisions made in the organization, and improvement in the quality of the decisions themselves. All these improve the performance of the organization.
- There should be proper use of rewards and equitable pay system since rewards are an important motivational tool for any organization. But rewards are not always used to

enhance productivity. Rewards will motivate employees who use money as a motivator (have extrinsic motivation).

- There should be designing of responsible and challenging goals and good group relations; these approaches to motivating work force maximizes employees' job motivation. These approaches are according to Douglas Mc Gregor's theory Y.
- There should be proper training of workforce into the required skills and promotion of employees who have attained skills, this will enable employees to identify with the organization and get retained hence, increasing their level of motivation in the organization. This as a result will lead to improved performance in the organization.
- There should be provision of job security to the employees, this will enable them have a sense of belongingness to the organization hence improving their motivation level in the organization. This as a result improves the performance of the organization.
- There should be delegation of responsibilities and rewarding employees who have performed better; this will enable the workforce acquire more skills and have a sense of belongingness to the organization, this as a result, leads to increased employee motivation in the organization, hence improved performance.
- There should be encouragement of open system of communication between the workforce and the management which will result into improved motivation from employees since free communication will increase the interaction between the management and the employees or among employees themselves.

5.4 Limitations of the study

The research study faced the following problems;

- Most of the employees in Hima cement factory in Kasese were too busy; therefore, less time was posed to the researcher.
- Confidentiality, in that some information is not supposed to be disclosed to the people; this limited the research study.
- Some respondents were hesitant to give information since it does not benefit them, thus, they needed to have some funds committed to them.

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APPENDICES

APPENDIX A

The time frame of the study

| | |
|----------------------|----------------------|
| Proposal | October to November |
| Data collection | November |
| Dissertation writing | November to December |
| Submission | December |

APPENDIX B

Budget for the study

| No | Items | Quantity | Rate | Amount |
|----|---------------------|----------|-----------|----------------|
| 1 | Transport services | 2 weeks | 20,000*14 | 280,000 |
| 2 | Lunch | 2 weeks | 25,000*14 | 350,000 |
| 3 | Typing and printing | 48 pages | 500*48 | 24,000 |
| 4 | Photocopying | 48 pages | 100*48 | 4,800 |
| 5 | Stationery | 1 ream | 1*10,000 | 10,000 |
| 6 | Miscellaneous | | | 59,820 |
| | Total | | | 458,620 |

Appendix C
Questionnaire

Dear respondent;

I am called, Nsasiirwe Harriet, a researcher pursuing a Bachelor's degree in Human Resource Management at Kampala International University. I am conducting a research on motivation and employee performance. This research will be for purely academic purposes. The finding of this research will benefit Hima Cement Factory Kasese district as well. Please take time to answer for me these questions. All answers will be treated with confidentiality.

Section A: Background information

(Please tick in the most appropriate box or write in the most appropriate space)

1. Name of the respondent (optional)

Surname:

Other names:

2. Gender of the respondents

Male

Female

3. Age of the respondents

18-25

25-30

30-40

40 and above

Section C

8. Suggest ways of motivating employees in Hima Cement Factory Kasese district

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Section D-

9. State the positive effects of motivation on employee performance in Hima Cement Factory Kasese district ?

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10. State the negative effects of motivation on employee performance in Hima Cement Factory Kasese district?

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THANK YOU SO MUCH FOR YOUR COOPERATION