

**EFFECT OF MOTIVATION AND EMPLOYEE PERFORMANCE A CASE STUDY OF
KAMPALA INTERNATIONAL UNIVERSITY**

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**A RESEARCH REPORT SUBMITTED TO THE COLLEGE OF ECONOMICS
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DEDICATION

This research is dedicated to my beloved parents who have seen me through my education, and my friends who have been with me in the same struggle of finishing the course. If it wasn't because of the positive words that all of you kept on speaking to me, the battle would have been harder. May the almighty lord reward all of you abundantly?

APPROVAL

I hereby certify that this research report by Akullo Belinda has been prepared under my supervision and submitted in upon my approval.

Mr. Bayo Innocent

Signature.....

Date.....17/10/2019.....

(Supervisor)

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ACCRONYMS

KCC: Kampala International University

KPI: Key Performance Indicators

ABSTRACT

The study set out to explore the affiliation connecting motivation and the level of employee performance. The study had three objectives: to examine the motivation practices used in KIU, to examine factors affecting employee performance in KIU, and to establish the relationship between motivation and employee performance.

The study used a case study strategy which is Kampala International University and an explanatory research design. To achieve the set objectives the study used stratified random sampling in sample selection by grouping the employees according to management levels. There after simple random sampling was applied to select respondents. A sample of 30 respondents was selected which comprised employees of Kampala International University.

The study revealed that KIU carries out motivation of its employees in many ways including; provision of fringe benefits, paying bonuses to good workers, giving a sense of responsibility, promotion of consistently good workers and treating the workers equally. However, the study also revealed that the institution does not use motivation tools including; remuneration, training, involvement of employees in decision making, and rotation of employees. The study further revealed that motivation is the major factor that affects employee performance. The study showed a direct strong and positive relationship between employee motivation and the performance of KIU staff which is evidenced by the Pearson correlation of ($r= 0.823^{**}$), significance level =0.01.

Conclusively, the researcher found out that motivation has a positive influence on employee productivity and that if the management of KIU strengthens their motivation practices, employees would perform more excellently hence attaining organizational goals.

The researcher recommends that the institution should always carry out thorough study on the various motivational practices that can motivate the specific employees such that they can apply the right tools appealing to the employees since the institution's biggest challenge had been using particular motivational tools which would act as dissatisfies to some employees.

CHAPTER ONE

INTRODUCTION

1.1 Background for the study

The term motivation is derived from the Latin word 'movere' which means to move (Baron, Henley, Mc Gibbon and McCarthy, 2012). (Certo (2016) describes motivation as giving people incentives that cause them to act in desired way. Motivation has also been described as the process of arousing and sustaining goal-directed behavior (Nelson, 2013).

It is commonly agreed that there are two types of motivation, namely extrinsic and intrinsic. Intrinsic motivation is that behavior which an individual produces because of the pleasant experiences associated with the behavior itself (Mosley, Pietri and Mosley Jnr, 2012). They stem from motivation that is characteristic of the job itself. Examples are receiving positive recognition, appreciation a sense of achievement and meeting the challenge. (Beer and Walton (2014), intrinsic rewards accrue from performing the task itself, and may include the satisfaction of accomplishment or a sense of influence. On the other side, (Pietri and Mosley Jnr. (2012) describe extrinsic motivation as the behavior performed, not for its own sake, but for the consequences associated with it. Examples include salary, benefits and working conditions. Extrinsic rewards come from the organization as money, perquisites or promotions from supervisors and co-workers as recognition (Beer and Walton, 2014). Employees are motivated by a combination of both factors at any given point in time (Riggio, 2013).

Motivation refers to a complexity of forces inspiring a person at work to intensify his desire and willingness to use his/ her potentialities to perform in order to achieve organizational objectives. (Berridge, 2013) It actually refers to conditions which influence the arousal, direction and maintenance of behavior relevant in working setting. The motivational force is aroused as a result of needs, which have to be satisfied.(Murray, S. 2018) Motivation of employees is an important inter control tool and should therefore be adhered to in order to attain advantages like

increased employee commitment, increased productivity and efficiency. Motivation emphasizes result oriented management through setting of smart objectives and effective communication systems in an organization.

Motivation can be specified as a management process which encourages people to work better for the overall benefit of the organization, by providing them with motives which are based on their unfulfilled needs. The matter arising is "why managers need to motivate employees?" It is found out that there is a direct relationship between motivation and employees' productivity in the Kenyan construction industry (Smith 2012).

It is necessary for managers and leaders of organizations to learn to understand and effectively deal with their employees' motivation, since motivated employees are the pillars of successful organizations, in the present and future century (Jennifer M. (2008).

Employee performance refers to the efficiency and effectiveness of employees in achieving organizational objectives. (John O (2007) Employee performance can be evaluated by considering the level of absenteeism, quality of reports, and time of reporting for and leaving for duty. It's important to note that after recruitment, most employees subsequently expect or demand for other benefits as compensation for their time and effort towards achievement of organizational goals apart from the standard wage or salary (Miles, 2004). If the above benefits are not offered, it usually leads to various forms of dissatisfaction which may include; high absenteeism, constant grievances, high labor turnovers, strikes and as a result low performance of their duties. (Deckers (2014)

Kampala International University (KIU) is Uganda's leading private university, located in Kansanga- Ggaba Road in the city of Kampala, Uganda's capital. It has a vision to respond to social needs by designing and delivery of an education guided by the principles and values of respect for society, economy and environment and to provide and develop a supportive research environment in which scholars at every stage of their career can flourish.

1.2 Statement of the problem

In his book “Working today: Understanding what drives employee engagement (Stephen P. (2015) emphasizes that employee motivation is perhaps the biggest driver of organizational performance. He adds that an organization which is capable to motivate its employees and uphold it is able to leverage their zeal and drive in order to ensure staff performance. Some organizations have been known to experience a high staff turnover despite offering average salaries (Aguinis, 2012). This tells us that money is not the only way to motivate employees. Additionally, different people are motivated by different factors. It is important for managers and supervisors to understand what motivates individual employees, and not assume a one-size-fits-all approach (George and Jones, 2013).

An organization is only as strong as its workforce. Human resources need to be treated with great care, since they are a special resource that needs to be given special managerial attention and time. (Storey, 2013) Therefore, studies like this are an invaluable resource in helping organizations identify and maximize on ways to motivate employees whilst mitigating employee turnover and under-performance (Steers and Porter, 2011).

With that in mind, I decided to carry out research in Kampala international university, into the effect of motivation on employee performance. It is the human resource amongst other factors of production in the organization which really makes a distinction (Kreitner and Kinicki, 2013). Production is considered as satisfactory when gross commission brought in by an agent is high. It is human capability and commitment which ultimately differentiate successful organizations from those that fail (Deci, 2010)

3.0 Objective of the study

1.3.1 General objective

The study sought to establish the relationship between motivation and employee performance in Kampala international university.

1.3.2 Objectives of the study

- i. To examine the motivation practices used in Kampala International University.
- ii. To examine factors affecting employee performance in Kampala International University.
- iii. To establish the relationship between motivation and employee performance.

1.4 Research questions

- i. What motivation practices are used in Kampala International University?
- ii. What are the factors affecting employee performance in Kampala International University.
- iii. What is the relationship between motivation and employee performance.

1.5 Scope of the study

1.5.1 Subject scope

The study focused on motivation and employee performance in Kampala international University having motivation as the independent variable and employee performance as the dependent variable.

1.5.2 Time scope

The research covered a period of 6 month from April to September mainly because this is the time when staff KIU was not so occupied with lectures and administrative duties which enabled me to collect data for the report.

1.5.3 Geographical scope

The research was carried out in KIU main campus located in Kampala City along Ggaba road in Kansanga which is one of the busy trading centers in the city. It's also important to acknowledge that KIU has its branch of science course in western Uganda, but for reasons of financial constraints and the main campus being where new policies are developed and implemented in other KIU branches. The report will only focus on the employee motivation and performance of main campus.

1.6 Significance of the study.

The research will be of great importance to various groups of people like to the present researcher, policy makers, future researchers and the management of KIU. This is discussed further as shown below;

The research will be of great importance to me as a researcher because I hope to acquire research skills which I can apply to conduct another research in other subjects. Skills like developing questionnaires, interacting with new people and getting the necessary information and analyzing them.

The research will also help the board members of Kampala International University to discover the effects of motivation on employee performance. This will help them come up with better motivation techniques which will result into improved employee performance.

The research will also benefit the future researchers who will carry out research about the same topic of motivation and employee performance and will learn more about motivation practices, factors affecting employee performance, the relationship between motivation and employee performance among others.

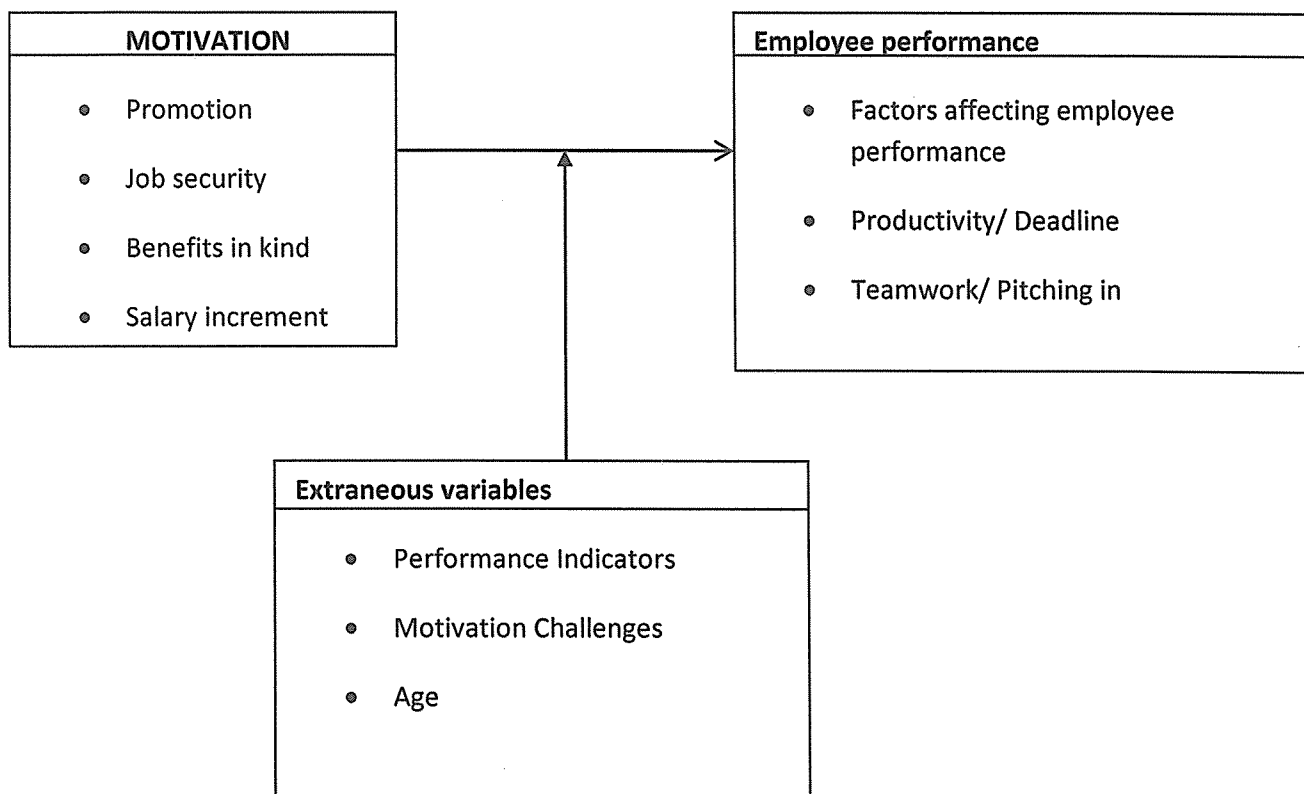
The study will benefit policy makers like the International Labor Organization, Workers' Union and other government organizations to come up with effective realistic policies of motivating employees.

1.7 Conceptual framework

The variables between motivation and performance is indicated in the abstract diagram below

Independent Variable

Dependent variable



Source: Adapted from: Sanjay, K and Bradley, E (2008). International Public Management Journal. Vol 11(1), 89-108.

The study investigate the influence of Promotion, Job security, Benefits in kind and Salary increment as (independent variable) on employee performance with its (dependent variable) as measured by employee's response towards Factors affecting employee performance, Productivity/ Deadline and Teamwork/ Pitching in, however, employee performance can also be influenced by extraneous variable such as Performance Indicators, Motivation Challenges and Age.

Promotion of employees in the working environment is enviable and this can be done in various ways for instance an employee working as a cleaner can be promoted to be a front desk officer but for this variable to produce positive results the dependent variable, that is factor affecting employees performance for instance work schedule that favors employee can demoralize the employee hence the `positive result is not earn by the company

Concerning job security, most of the employees are so hardworking in the event that the position they are working is secure this will make them work herd as if the company is part of their own, this might not be the case in a work environment where there is no team work that brings down the working zeal of the employees which will have a direct effect on performance.

A benefit in kind is an independent variable that produces immediate effect on motivation but in case productivity deadline asserts pressure on the employee, the employees might feel exhausted due to the pressure to produce within time hence performance might not be achieved.

Out of the main focus of the report other variables that are not critical to employees motivation and performance is the challenges of motivation and age which to a small extent might have effect on the independent variable like job security in that a young employee cannot be motivated by job security the same applies to factors that affects employees performance which cuts across all working age bracket.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter seeks to present a review of significant theoretical and empirical literature in relation to the research questions being analyzed. The rationale of this study is to establish the impact of extrinsic motivation on employees' performance using the case Kampala international University. This section will elaborate on the impact of motivational goal-setting on performance of employees, effect of financial incentives on employee performance and finally, the impact of recognition and reward programs on performance.

Motivation is the inducement of a desired behavior with in subordinates with a view of channeling their efforts and activity to achieve an organization's goals. He adds that it's an internal drive to satisfy an unsatisfied need in an organization and is also known as an incentive action (Balunywa. T.(2005).

Customarily, motivation has been defined by the two dimensions that embrace it namely, energy and direction (Roberts, 1992). The energy dimension of motivation is the driving force behind someone's effort and persistence during engagement in a particular activity. Direction of motivation determines the area or field of interest in which that effort is projected. Both are necessary elements of a complete motivational act. Energy without direction has no purpose, and direction without energy results in a state of motivation.

Away from defining motivation, though, researchers have also categorized various types of motivation, based on whether the motivational states are internally or externally derived. These two global motivational states are called intrinsic and extrinsic motivation (Deci, 2000) theorized about both intrinsic and extrinsic motivational states and about correlates of those states.

2.2 Motivation practices

Many different scholars have agreed and disagreed on the ways employees should be motivated. Some of them assert that in order to motivate an individual, a financial benefit has to be foregone by the motivator whereas others believe that money is not a true motivator hence both financial and nonfinancial incentives are considered in the discussion below;

Financial incentives are rewards/payments that employees get in consideration of their contribution towards the organization. He adds that these are payments for labor as a factor of production. According to (Cole 2016),

Wages and Salaries

Lindner (2014) notes that, though monetary methods of motivation have little value, many firms still use money as a major incentive. She adds that wages are normally paid per hour worked and workers receive money at the end of the week and overtime paid for any additional hours worked for whereas salaries are based on a year's work and are paid at the end of each month.

Piece rate

According to Lun Chien-Chung (2003) piece rate is the paying of a worker per item produced in a certain period of time. He asserts that this increases speed of work and therefore productivity. This is in agreement with the earlier revelations made by Taylor (1993) who notes that though the employees will care less about the quality of their work, their speed improves with the piece rate practice of motivation.

Fringe benefits

According to Doellgast (2006) fringe benefits are often known as “perks” and are items an employee receives in addition to their normal wage and/or salary. These include company cars,

health insurance, free meals, and education among others. He asserts that these encourage loyalty to the company such employees may stay longer with the company.

Performance related pay

This is paid to those employees who meet certain targets. The targets are often evaluated and reviewed in regular appraisals with managers. According to Higgins (1994) this system is increasingly being used by organizations worldwide because it reduces the amount of time spent on industrial relations and he therefore recommends its use. However, Doellgast (2006) discourages the use of this practice of motivation. He asserts that it can be very difficult to measure employee performance more especially those in the service industry and that the practice does not promote teamwork.

Bonuses

Marler (2000) indicated that when your employees function as a team, you ought to think like a coach; reward the whole group for a job well done. He says this will boost morale both personally and collectively. He adds that employee incentive programs such as small bonuses serve to better the morale of an individual employee and that of a group as a whole by making them more satisfied.

This is in agreement with Likert's (2004) study which concluded that since everybody wants to feel appreciated and special for the work done, they can therefore be motivated by appreciating them and making them feel special. He adds that the more satisfied the employee is, the better he/she will perform.

Mwanje (2000) believes that non-financial incentives are the most important motivators of human behavior in terms of the needs of human beings. He refers non-financial incentives to non-monetary ways of rewarding employees. They are opportunities that help employees in the accomplishments of the set goals. They include;

Training opportunities

Hammer (2000) asserts that an individual will be motivated to do something if they have the mental ability and skills to accomplish it. He writes that when employees are trained, they get the knowledge of how to deconstruct tasks and challenges and thereby feel less intimidated by their jobs/tasks.

Herzberg (1998) agrees to Hammer's assertion. He adds that training makes the employee earn confidence to do a job thereby improving their attitude hence motivation.

Job rotation

Fowler (2001) revealed that when an employee does one kind of job week-in week-out, they will always get de-motivated to carry on with their work more especially when the work is not very challenging. She suggested that employees need to be rotated around the organization to meet new challenging tasks in order to keep their minds busy and feel like they are doing something for the organization.

However, Clifton (2002) disagrees with these revelations. He asserts that job rotation does not actually lead to motivation of the employee; it just helps the employees not to get bored with their work. In other words it helps the employers to maintain a certain level of motivation in employees.

Communication style

Managers need to be clear when talking to their employees and let them know that their opinion or views are important in building a viable company. Strong communications skills are necessary when assigning tasks to the employees so that the tasks are clearly defined and understood. Marie (2000) asserts that the managers ought to communicate to their subordinates in such a way that the subordinates feel like they are not forced to do a particular task. Jean (2002) agrees and asserts that managers should develop an inclusive approach to decision making if at all they are to increase their employee motivation levels.

2.2.1 Motivational Theories.

The Hierarchy of Needs Theory

The hierarchy of needs theory advanced by (Maslow 1943) contends that human motives develop in a sequence according to the five levels of needs; physiological needs, security and safety needs, affiliation, esteem and need for self-actualization. He emphasized that when one set of needs is satisfied, it ceases to be a motivator.

Steinmetz (1983) discusses three main types of subordinates: ascendant, indifferent and ambivalent that all react and interact uniquely and must be treated, managed and motivated accordingly. An effective leader must understand how to manage all characters and more importantly the manager must utilize avenues that allow room for employees to work, grow and find answers independently.

The Hygiene Theory

Fredrick Hertz (1959), the two-factor theory also known as the hygiene theory, where he referred to satisfiers as motivators, dissatisfies as hygiene factors. He found out that motivators were related to job experience and dissatisfies related to environmental conditions. These are classified in the table below.

Table 1: Motivation satisfiers and dis-satisfiers

Motivators(satisfiers)	Maintenance factor (dis-satisfier)
Challenging work	Status
Achievement	Interpersonal relations
Growth of the job	Quality supervision
Responsibility	Company policy
Advancement	Working condition
Recognition	Salary

Source: Fredrick Herzberg (1959).The Motivation to Work.

Dis-satisfier factors do not motivate people but they must be present in an organization to avoid dissatisfaction. The job content factors are the real motivators since they provide a sense of satisfaction.

The Expectancy Theory

Victor H (1964) advanced the expectancy theory. He contends that people will be motivated to do things to attain a goal if they believe in the worth of that goal and if they can perceive that what they do will help them in achieving it. The theory contends that motivational force is a function of the value of money to a person multiplied by his subjective estimate that equitable amount will be forth coming should he perform in a desired way.

The Equity Theory

It was developed by Stacy J. Adams (1967) and it refers to san individual's subjective judgment about the fairness of the rewards she receives relative to inputs such as effort, experience and education, in comparison with the rewards of others who fall under the same group. If the

relation is not equal, then inequality shall be perceived and will reduce the morale of the affected employee.

As a researcher, I have noted with concern that it's important for employees to balance between intrinsic and extrinsic types of motivation as they deal with employees and that one should first find out what particular motivation practice will motivate a given employee as advanced by Maslow, A. (1943) in the Hierarchy of needs theory.

2.3 Employee Performance

Employee performance is a term typical to the Human Resource field where employee performance can refer to the ability of employees to achieve organizational goals more effectively and efficiently. It involves all aspects which directly or indirectly affect and relate to the work of the employees. For performance to be effective, employers should recognize the regiment desires and needs of the employees. According to Koontz, H. (1988) Ways in which employee performance can be increased include; proper incentive systems which may be financial or nonfinancial. Financial incentives include; salaries, allowances, overtime payment, bonus and wages, while non-financial incentives include; promotion, medical allowance, training, transport, subsidized housing and meals. This should be after identifying the needs and desires of employees that can be satisfied hence increased performance.

2.3.1 Factors affecting employee performance

Goal Clarity

Willmot (2007) asserts that people must have in mind a clear picture of any end or goal they are to achieve. If this picture does not exist, they cannot tell if they are making progress or when they have completed the task or assignment, let alone if it has been completed properly.

Knight (2008) agrees and adds that keeping the end in view has been sage advice for almost two thousand years. The time a manager spends in developing, communicating and clarifying the goals or ends to be achieved is time well spent.

Repertoire

Nickols (2003) writes that to achieve a goal, the people working toward it must possess a suitable, flexible repertoire. They must be able to engage in whatever behaviors are necessary to obtain that goal despite changing circumstances and environmental disturbances. In some cases, this will involve carrying out a routine that has been specified in advance by someone else. In other cases, it will require figuring out — on the spot — an appropriate course of action. He concludes that in many situations, the end to be achieved will remain constant but the conditions under which it is to be attained will vary. Therefore, employees need to possess a suitable and flexible repertoire.

Knowledge of Structures

According to Fred (2003), figuring out what to do in a particular situation requires knowledge of the structure of that situation. People must understand the elements that make up the situation, how those elements are connected to one another and the relationships that exist between and among these elements. This knowledge of the structure of the situation allows people to say how the actions they take will lead to the result they seek. It also allows them to say, for a given result, the actions that will lead to it. Absent this knowledge, action is little more than a shot in the dark and achieving desired results depends mainly on luck or intuition.

Sara (2004) agreed and added that employees can only perform to the best of their knowledge and therefore those with good knowledge about the structures will perform better.

Feedback

Gerhart (2004) wrote that without information about actual conditions in relation to intended goals or results, no one can perform to standard. Such information is known as feedback. It informs progress, enables corrections and, eventually, signals attainment of the objective. For most hard tasks (i.e., tasks involving tangible products or other immediate and readily measured effects of one's actions), feedback is generally available without much effort on any-one's part. We are aware of our actions and their effects. But, for soft tasks (i.e., tasks where the effects of

our actions are not tangible, immediate nor readily measured), the feedback loop is essentially open. This is especially true when the main effects of a person's actions are the reactions of other people. Therefore, lack of good feedback leads to lack of correction and hence poor performance.

Mental Models

Sara (2004) asserts that absent feedback, people have no choice except to act in ways that are consistent with internally-held views or mental models of what is appropriate or what should work instead of externally-based information about what is and isn't actually working. For this reason, it is worthwhile spending time working with people to identify the mental models they currently use in situations where feedback isn't readily available. In some cases, this will surface mental models that are inappropriate or inadequate. In other cases, it might surface mental models that are superior to those held by most people. This means that employee performance does not only depend on the information provided to the employees but also to their mental models.

Motivation

Kathleen (2004) asserts that it is one thing to be capable of doing something; it is something else altogether to want to do it. Setting aside the issue of coercion, people generally want to do things for two basic reasons: (1) it serves some purpose of their own or (2) it serves someone else's purpose and they've accepted something in return for doing whatever it is that someone else wants done. Self-satisfaction and incentives; these are the two great motivators.

Environment

In his studies on performance, Rynes (2004) found out that performance might not occur if the environmental conditions are so unsuitable as to present insurmountable barriers to performance. He writes that Most of us can successfully drive our cars on windy days but none of us can drive through a tornado. In less dramatic terms, missing tools and equipment, competing priorities, a repressive climate and other factors can interfere with our ability to perform as expected, regardless of our motives or our repertoire, the presence or absence of feedback and the quality

of the mental models that guide our thinking and actions. In short, the task environment must support the desired performance; at the very least, it must be manageable.

Technology

According to Samuel (2010), technology is primary tool that can be used to boost employee performance. He writes that improvement in technology accompanied by training of the employees can significantly increase their levels of performance because it reduces the stress that comes with doing the job manually.

Abilities, training and experience

Scott (2000) defined ability as the capacity to learn and perform the tasks required. He revealed that a good mixture of ability, training and experience is the root cause of best performances. He asserts that best performing employees at least have two of the three factors.

Work-Home Balance

Berman (2001) wrote that as much as an employer may not want to be affected by the personal life of his employees, personal problems can sometimes affect employee performance. Managers need to be sensitive to employee personal problems, and be prepared to discuss the issues with employees when necessary. If an employee requires time off to deal with a personal problem, then granting that time off will help to show all of your employees that the company values its employees.

As a researcher, I strongly support the above factors that affect employee performance as valid even in the present situation hence employees should take them serious and find out how to mitigate their effects to have improved employee performance.

2.4 The relationship between motivation and employee performance

According to Steers (1999), employee motivation is the process of enabling or authorizing an individual to think, behave take action, control work and decision making in an autonomous way.

A number of studies have examined the relationship between motivation and performance, Koestner (1999) wrote that if motivation is crucial for initiating behavior, then performance exists at the opposite end of the spectrum and is defined as the outcome of a motivated act.

Posti, C. (2005) says that people need motivation just as pieces of equipment need fuel and operators. This is highly demanded to ensure that they are always at their optimum working condition. In turn, this will absolutely lead to optimum productivity. People are one of the most important assets in business. They have unlimited potential to contribute in the achievement of objectives. Their aggregate productivity propels the operations of the company. It dictates the overall performance, which creates an attractive corporate culture.

(Dems, K. (2010), the value of human resource productivity is a managerial concern. Employee motivation is the classic response on this matter. This has been utilized for ages by many different entities, small- and large-scale businesses alike. It fosters mutual growth in an employer-employee relationship. Indeed, motivation increases productivity.

In their study Wood, Kakebeeke, Debowski, and Frese (2000) examined the role of active exploration in an adult training program. Their results indicated that participants who were trained to actively explore the environment during training had higher intrinsic motivation levels, as well as higher performance on transfer tasks.

In agreement Cooper, Clasen, Silva-Jalonen, and Butler (1999) found that intrinsic motivation was associated with higher levels of creativity-based performance for an in-basket work task. The in-basket technique is an employment screening task in which an applicant is asked to complete a set of paperwork that would be representative of his/her actual work tasks.

Amodt (1999) and Graen (1999) also found that intrinsic motivation in employees was related to higher levels of creative performance, as rated by work supervisors. However, Fang (1997) reported that, although intrinsic motivation was related to innovative performance, it was not related to other work outcomes.

According to Hersey (1996), Motivation is concerned with human behavior. It is the inner striving condition described as wishes, desires, drives or moves, human psychological characteristics, which includes the factors that cause channel and sustain human behavior. Therefore motivation deals with what makes people active. It's the influence force that gives rise to behavior involving creating conditions in which employees want to work and are willing to accept responsibility.

According to Waterman (1982), Motivation is the degree of effort an employee exerts to accomplish a task; it shows an excitement about work. From the managers' point of view, person who is motivated has such characteristics as hardworking, sustaining a pace of hard work, self-directed behavior towards important organizational goals. Motivation is the key to performance improvement. There is a saying that saying that "you can take a horse to the well to drink water but you cannot force it to drink", it will drink if only it is thirsty-so with people. They will do what they want to do or otherwise motivated to do. Whether it is to excel on the workshop floor or in the ivory tower, they must be motivated or driven to it, either by themselves or through external stimulus.

(Heneman, R.L.1992), Differences in institutional arrangements contribute to the feasibility and effectiveness of various monetary incentives, as do differences in employees' preferences for specific incentives. Therefore, companies are wise to study these issues before implementing changes to existing incentive plans. This is especially pertinent for service organizations, where financial reinforcements tend to produce a stronger effect on task performance than non-financial rewards used alone. Even stronger results are seen with a composite approach. For example, one meta-analysis of 72 field studies found that monetary incentives improved task performance by 23%, social recognition improved task performance by 17% and feedback elicited a 10% improvement¹⁸. Simultaneously combining all three types of reinforcements improved performance by 45%.

Putting in consideration (Milkovich ,G.T 1991) presentation that team-based or small-group incentives are defined as rewards whereby a portion of individual pay is contingent on measurable group performance. In general, its effectiveness is dependent on the characteristics of the reward system, the organization, the team and the individual team members. Here again, studying this issue via employee surveys or interviews can be useful. But generally speaking, research suggests that equally divided small-group incentives sustain high levels of productivity and satisfaction for group members, and that small group incentives are at least as effective as individual incentives with groups of two to twelve people. Qualitative, quantitative and survey research studies of alternative pay systems such as profit-sharing or gain-sharing plans are even more consistent in their findings. These incentive programs include various pay-for-performance approaches that link financial rewards for employees to improvements in the performance of the work unit²⁰. Research reveals that these types of incentive systems are associated in practice – and in employer and employee minds – with both higher productivity and improvements in organizational performance.

2.5 Other factors

2.5.1 Table 2: Key Performance Indicators (KPI)

3.High Competence but low behaviors	1.High Competence, high behaviors
4.Low competence, low behaviors	2.Low competence but high behavior

Source: Adapted from: Jamie (Resker, (2007) Employee Performance Indicators.

Using the above diagram, (Resker, J.2007) explains more about employee performance indicators as seen below;

High Job Competence and High Behaviors

Employees in the far upper right hand corner represent our “A” players. Exhibiting an ideal combination of high Job Competence and high Behaviors, these contributors set a good example for other employees, mentor others and are predominantly self-managed. Still, we need to make sure they receive the message that we appreciate their contributions, value having them as part of our team and check for continued engagement. Our research indicates approximately 10% of employees fall into this category.

Lower Job Competence and Mid to High Behaviors

Employees in this quadrant tend to fit one of two categories: — New employees with high behaviors who are enthusiastic, eager to learn and are making steady progress towards gaining new skills, fulfilling job responsibilities and meeting goals. Close supervision, continuous direction and feedback are required.

Employees who have received support to learn the skills required mastering the job responsibilities and meeting goals yet lacking the aptitude to absorb and apply the required skills. Job responsibilities and goals are only partially completed which results in essential job tasks going unmet and/or falling to the manager or more capable employees in the Upper Right hand corner.

Low Behaviors and Low Job Competence

If we were giving out letter grades, the performance for employees in this space would receive an “F”. Our research indicates that approximately 3 – 10% of employees reside in this area. One would assume that organizations would take swift action to eliminate these chronic underperformers, yet for a myriad of reasons we allow them to stay at their current performance levels. Why? There are many excuses: this person used to be a valuable employee but has slipped over the years; The employee is doing as much as he/she can- they have got a lot going

on in their personal lives; a culture that sends a “we don’t care message” etc. Our view is to ‘help them out or help them out’ (figure out a way to improve their performance, or create an exit strategy). Not only do we sacrifice on our financial investment in such employees, but they also reflect poorly on the organization as a whole.

2.5.2 Challenges of Motivation

Corporate culture

Corporate, organization and department culture all flows from the top down. The written and unwritten rules, policies and philosophy of a manager or the organization all eventually find their way into the attitudes and performance of almost everyone in the organization. One of the critical things to remember when dealing with people is: you get the behavior you reward. If the culture directly or indirectly rewards a certain type of attitude or behavior, you are, by your actions or inactions, probably reaffirming that these are acceptable. If you want to change behavior, you must first evaluate the culture that is in place that may be rewarding the type of behavior you are getting but don't necessarily want.

Communication style

Rumors, hearsay, memos, emails, meetings, individual counseling sessions and bulletin boards all have one thing in common - they communicate information - some more effectively and timely than others. If communication in an organization is all top-down, you can be assured that you are not in touch with the realities of your organization, the marketplace, your customers or suppliers.

Organization direction

One of the biggest challenges managers face today is effectively communicating corporate direction with clarity and consistency to all employees who have a right and need to know. Most organizations do a poor job of this at best. One way to find out what your people believe is to conduct an anonymous survey of attitudes, perceptions and opinions.

Decision making

Many managers make decisions that other employee's will either have to implement or that will affect them. If these decisions are made without bottom-up feedback, you can guarantee that the outcome of the decisions will be less than desired or expected.

Feedback mechanisms

Employees want to know how they are doing - whether poorly or well. Failure to give them the feedback they need is to keep them in the dark regarding the assessment of their performance and how and where they need to improve.

Conclusion

This chapter has generally explored motivation and its practices, employee performance and the relationship between motivation and employee performance. From the above literature, I can conclude that motivation can really have an impact on the level of employee performance as confirmed by Wood (2000) and Koestner (1999) and the clear link between motivation and employee performance help us to investigate the validity of various aspects in relation to Kampala City Council. However it can also be concluded that no clear scholar has come out to examine the impact of motivation on employee performance hence the relevance of this research.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter details the methodology that was used in conducting the research study. This chapter presents the research design and focuses on the following: sampling techniques, population, data collecting methods and data analysis methods.

3.2 Research design & Strategy

The researcher used a case study strategy which was Kampala international university and an explanatory research design because it sought to explain why there were still low levels of employee performance despite the many ways put in place by the management of KIU to motivate its staff.

3.3 Study area

The study used a case study of Kampala International University hence the study area was in the Main campus located in Ggaba road in south east of Kampala city, in Uganda.

3.4 Study Population

The population of the study included the management of Kampala International University especially those involved in the human resource management and the employees themselves the study population included the 131 employees at the head office.

3.5 Sampling methods & techniques

The study employed stratified random sampling and simple random sampling techniques.

- Stratified random sampling refers to a process of dividing a population into smaller groups known as strata basing on the members' shared attributes. This was done by grouping the employees according to management levels.
- Simple random sampling was also applied. This refers to a process of selecting a group of subjects (a sample) for study from a larger group (population). This was intended to select respondents since each stratum was assumed to contain employees with related knowledge on the topic under study.

3.6 Sample size

The researcher used a sample size of 30 respondents who were got from 131 employees of Kampala International University in Central Uganda. These were categorized in the following manner, 10 from the human resource, 10 from the finance and accounting department, 5 from the marketing department and 5 from operations department.

Table 3: Shows the number of respondents from each department.

Department	No. of respondents
Human resource	10
Finance and Accounting	10
Marketing	5
Operations	5
Total	30

3.7 Sample design

Random sampling and purposive sampling techniques were employed.

- **Random sampling technique** is a process of selecting a model that allows all members of the group or population to have an equal and independent chance of being selected for the sample. Random sampling technique was employed when selecting the employees at operational level. This was done to avoid bias.
- **Purposive sampling technique** refers to a process whereby the researcher selects a sample based on experience or knowledge of the group to be sampled. Purposive method was applied when selecting management staffs because there was need to specifically get information from those members of staff who deal directly in administrative duties.

3.8 Sources of data

The researcher used both primary and secondary data sources.

3.8.1 Primary data source

This refers to raw facts collected or generated in a given research for the first time. This data was generated from the sample population by use of the questionnaire.

3.8.2 Secondary data source

This method involves sourcing for already processed information. Data was got by reviewing relevant text books, journals, newspapers, records of KIU and other published materials about the research topic.

3.9 Data collection methods & instruments

The researcher used questionnaire as an instrument of data collection.

3.9.1 Questionnaire

A questionnaire is a list of questions drafted by the researcher to be filled by the respondent. This was the basic tool the researcher used in data collection. The questionnaire contained both close

ended and open ended structured questions and the variables therein were calculated using like scaling technique. The reason for use of this method was that it minimized bias.

3.10 Research procedure

Upon obtaining an introduction letter from the head of department, human resource and supply management in submitted this very topic to my supervisor where he gave me a go ahead. The researcher contacted the different respondents to understand their time tables and thereafter made arrangements of meeting them to deliver the questionnaires at their places of convenience. The researcher personally delivered them to the respondents to ensure maximum monitoring and response.

3.11 Data analysis, processing and presentation.

Data was gathered by use of questionnaire, processed by editing, and computing. It was also analyzed by use of tables. The researcher used Pearson's correlation coefficient to determine the relationship between the two variables which were motivation and employee performance.

- **Data editing** refers to an activity aimed at detecting and correcting errors (logical inconsistencies) in data.
- **Data coding** refers to a number, letter, character, symbol or any combination thereof used to represent a data item. This was done by identifying the themes contained in the specific texts or passages.

3.12 Limitations of the study Cost

The researcher experienced a problem of limited finances with respect to this study. Costs regarding this limitation included transport, printing and photocopying of relevant materials. However, the researcher had to borrow some money from relatives, friends and used it sparingly so as to overcome the cost constraint.

Time

The researcher experienced time constraint in data collection, analyzing of data and in final presentation of the report. However, the researcher overcame this problem by ensuring that the time element was put into consideration and that all appointments agreed upon with respondents were fully meet.

Non responses

The researcher also experienced a problem of non-response from respondents who were given the questionnaires to fill. However, the researcher assured the respondents that any information given was to be treated with maximum confidentiality.

CHAPTER FOUR

PRESENTATION OF THE ANALYSIS AND DISCUSSION OF FINDINGS

4.1 Introduction

This chapter presents the findings of the study. The chapter highlights the back ground information of the respondents of Kampala International University located central Kampala. Discussion and analysis of the different responses to some key questions is also done in this chapter following the research objectives given below;-

- i) To examine the motivation tools used in KIU.
- ii) To examine factors affecting employee performance in KIU.
- iii) To establish the relationship between motivation and employee performance in KIU.

4.2 Back ground information of respondents.

This section shows the gender of the respondents, marital status, age bracket, highest level of education attained and the duration spent in service at Kampala International University.

4.2.1 Gender of respondents

Respondents were asked to state their gender and the following data was obtained.

Table 4: Gender of respondents

	Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	14	47	47	47
	Female	16	53	53	100
	Total	30	100	100	

Source: Primary data

From table 4, it can be noted that the institution employs both the male and female employees though the majority are female being represented by 53% while male are represented by 47%. This implies that KIU employees both the male and the female although there is a difference of 6%. It is an indication that KIU is not biased in employing its employees.

4.2.2 Marital status of respondents

Respondents were asked to state their marital status and below are the responses.

Table 5: Marital Status

	Marital Status	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	20	67	67	67
	Married	9	30	30	97
	Widow(er)	1	3	3	100
	Total	30	100	100	

Source: Primary data

Table 5 shows that 67 percent of the respondents who work with KIU are single, the married 30 percent and the widow(er) being only 3 percent. This implies that the institution employees single workers as indicated in the above table. Therefore, management should increase the number of singles being recruited since such a labor force is more productive and not attached to so many responsibilities.

4.2.3 Age bracket of respondents.

Respondents were asked to show their age bracket and the following data was obtained.

Table 6: Age bracket

	Age Bracket	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	11-20	2	7	7	20
	21-30	18	60	60	80
	31-40	6	20	20	93
	41+	4	13	13	100
	Total	30	100	100	

Source: Primary data

From table 6 above, it is seen that 60 percent of the respondents who work with KIU are within the age group of 21-30 years followed by those in the age group of 31-40 years at 20 percent. Those in the age group of 41+ years are 13 percent and lastly those below the age of 20 at only 7 percent. This means that the institution is more interested in people within the age group of 21-30 because these are still energetic and yearning to achieve a lot ahead. Management should recruit fresh graduates from colleges and universities since that is the target age group of KIU.

4.2.4 Highest level of education attained by the employees.

Respondents were also asked to identify their educational levels and below are the responses and below are the responses.

Table 7: Highest level of education attained

Education Level	Frequency	Percent	Valid Percent	Cumulative Percent
Valid UCE	2	7	7	7
UACE	4	13	13	20
Tertiary	5	17	17	37
University	19	63	63	100
Total	30	100	100	

Source: Primary data

Table 7 shows that 63 percent of the respondents who work with Kampala International University are university graduates, followed by those from the tertiary institutions at 17 percent. This means that KIU considers education and experience highly when selecting its employees to ensure quality work. Therefore, management should constantly revise its practices in order to maintain the present standard.

4.2.5 Duration in service

Respondents were asked the period they had worked in KIU and the following was obtained.

Table 8: Length at work

Duration in service	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1 year back	8	27	27	27
2 years back	14	47	47	74
3 years back	4	13	13	87
4+ years back	4	13	13	100

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2 years back	14	47	47	74
3 years back	4	13	13	87
4+ years back	4	13	13	100
Total	30	100	100	

Source: Primary data

From table 8 above, 47 percent of the respondents joined the institution in the last 2 years and 27 percent 1 year back. The table also shows that 13 percent joined the institution 3 years back and 4+ years back each. Using the above results it means that KIU is serviced by employees who joined in the past two years. It's an indication that the institution cannot maintain its employees for a long period of time explaining a high staff turnover within KIU. Therefore, the institution should carryout intensive research to find out why there is high labor turnover, this will help the Institution in retaining skilled and competent employees to deliver quality service.

4.3 MOTIVATION TOOLS UNDERTAKEN BY KAMPALA INTERNATIONAL UNIVERSITY

4.3.1 Wages and salaries

Respondents were asked whether the wages and salaries paid to employees motivate them. Below were the responses;

Table 9: Wages and salaries

Motivation levels		Frequency	Percent	Valid Percent	Cumulative Percent
	Strongly agree	1	3	3	3
Valid	Agree	4	14	14	17
	Not sure	6	20	20	37
	Disagree	12	40	40	77
	Strongly disagree	7	23	23	100
	Total	30	100	100	

Source: Primary data

Table 9 shows that 3 percent of the respondents strongly agree and 14 percent agree that the current salary motivate them. When this is compared to those who say that the current salary does not motivate them (63 percent combined), it is clear that the majority disagree with the statement. This implies that the salaries given to staff members have an impact on the levels of performance though Kampala International University does not consider salaries and wages as its motivation tool. Management should consider wages and salaries as a motivation tool for better results. Payment should be done in time and worth the employees' effort.

4.3.2 Payment in time

Respondents were asked whether they are always paid in time and the following information was obtained.

Table 10: Timely Payments

Timely Payment		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	2	7	7	7
	Agree	9	30	30	37
	Not sure	6	20	20	57
	Disagree	11	37	37	94
	Strongly disagree	2	6	6	100
	Total	30	100	100	

Source: Primary data

From table 10 above, 30 percent of the respondents in total agree that they are paid in time while most of the respondents, 37 percent disagree with the statement. This means that the institution does not use this tool as a motivator for its employees. Management should revise its payment schedules and endeavor always to pay in time. This will help employees in meeting their demands and ensuring proper budgeting of their funds.

4.3 Piece rate system

Employees of KIU were asked whether KIU pays its workers according to work done and below were the responses.

Table 11: Work load & payment

Work load & Payment	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly agree	3	10	10	10
Agree	4	13	13	23
Not sure	9	30	30	53
Disagree	9	30	30	83
Strongly disagree	5	17	17	100
Total	30	100	100	

Source: Primary data

From table 11, 47 percent of the respondents in total disagree with the statement while only 23 percent of them agree with the statement and 30 percent are not sure. Going with the majority, the institution does not have a performance related pay scheme to motivate its employees. It's important that management should consider paying its workers according to work done for better results; this will motivate employees to work harder in order to earn more.

4.3.4 Employee Fringe benefits

Respondents were asked whether the council provides fringe benefits to all the employees and the following was obtained.

Table 12: Fringe benefits

Fringe benefits		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	9	30	30	30
	Agree	7	23	23	53
	Not sure	3	10	10	63
	Disagree	6	20	20	83
	Strongly disagree	5	17	17	100
	Total	30	100	100	

Source: Primary data

Table 12 shows that 53 percent of the respondents in total agree that the institution provides fringe benefits against the 37 percent who disagree and 10 percent are not sure. This means that the council is in agreement with the earlier revelation by Doellgast (2006) that provision of fringe benefits is one of the tools that can be used to motivate employees. Management should continue to provide more of the fringe benefits such as medical allowances, housing allowance and transport allowance to its employees.

4.3.5 Bonus payment

Respondents were asked whether when they meet the set targets, they are paid a bonus and the following were obtained.

Table 13: Bonus Payments

Bonus Payment		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	9	30	30	30
	Agree	8	27	27	57
	Not sure	8	27	27	84
	Disagree	3	10	10	94
	Strongly disagree	2	6	6	100
	Total	30	100	100	

Source: Primary data

Table 13 shows that 57 percent of the respondents in total agree with the statement that when employees meet the set targets, they are paid a bonus and only 16 percent of the respondents disagree with the statement while 27 percent are not sure. It is an indication that the institution uses bonuses to motivate its employees. Management should consistently revise its bonus payment practice in order to maintain the present employee satisfaction.

4.3.6 Employee training

Respondents were asked whether KIU provides training to its employees most of the times.

Table 14: Staff training

Employee training		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	5	17	17	17
	Agree	1	3	3	20
	Not sure	9	30	30	50
	Disagree	6	20	20	70
	Strongly disagree	9	30	30	100
	Total	30	100	100	

Source: Primary data

From table 14, 20 percent of the respondents in total who work with KIU agree that the institution provides them with training most of the times. However, 50 percent disagree with the statement and 30 percent are not sure. This means that training is not one of the tools that the institution is using at the moment to motivate its employees. The management of KIU should take up the tool of training its employees to equip them with the necessary skills needed to produce quality work in the organization.

4.3.7 Employee rotation

Respondents were asked whether KIU rotates its employees within the organization to prevent boredom.

Table 15: Job rotation

Employee rotation		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	3	10	10	10
	Agree	6	20	20	30
	Not sure	2	7	7	37
	Disagree	9	30	30	67
	Strongly disagree	10	33	33	100
	Total	30	100	100	

Source: Primary data

Concerning preventing boredom by KIU rotating its employees within the organization, 30 percent of the respondents in total agree with the statement. However, a bigger percentage of 67 of the respondents do not agree with the statement and 37 percent are not sure. Basing on the majority of the respondents, it can be noted that the institution does not rotate its employees which creates boredom. Therefore, management should endeavor to rotate its employees within the organization as a way of preventing boredom and facilitating interaction amongst the employees.

4.3.8 Employees & Decision Making

Respondents were asked whether they have participated in decision making of KIU and the following was obtained.

Table 16: Decision making exercise

Decision Making		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	5	17	17	17
	Agree	3	10	10	27
	Not sure	6	20	20	47
	Disagree	7	23	23	70.0
	strongly disagree	9	30	30	100
	Total	30	100	100	

Source: Primary data

Considering decision making in KIU, results show that 53 percent of the respondents disagree with the statement against the 27 percent in total who agree and 20 percent are not sure, This means that most of the workers do not actually take part in the decision making of the organization implying that the management decides what is to be done and passes it on to the lower workers. Management of KIU should consider involving workers at the different levels to take part in decision making in order to make them know that their contribution adds value to the development of the organization.

4.3.9 Sense of responsibility at work

Respondents were asked to indicate whether they are given a sense of responsibility at the work place.

Table 17: Degree of responsibility

Sense of Responsibility		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	8	27	27	27
	Agree	10	33	33	60
	Not sure	5	17	17	77
	Disagree	6	20	20	97
	Strongly disagree	1	3	3	100
	Total	30	100	100	

Source: Primary data

Table 17 shows that 60 percent of the respondents in total who work with KIU agree that they are given a sense of responsibility at the work place. Only 23 percent disagreed with the statement. This means that the institution uses responsibility as one of its tools to motivate its employees. This is in agreement with Fredrick Hertz's (2014) hygiene theory which postulates that responsibility at work motivates employees. This motivation practice should be maintained by KIU management.

4.10 Challenging work

Respondents were also asked whether the institution makes sure that the work is challenging at all times.

Table 18: Hectic work

Challenging work		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	2	7	7	7
	Agree	10	33	33	40
	Not sure	13	43	43	83
	Disagree	3	10	10	93
	Strongly disagree	2	7	7	100
	Total	30	100	100	

Source: Primary data

Table 18 shows that the 40 percent of the respondents in total agree with the statement that their work is challenging while 17 percent of the respondents in total disagree. However, most of the respondents were not sure about their status. This provides that, employees do not know what it means for the work to be challenging. Management should teach its employees what challenging work means and its importance that accrue from a challenging work. This will increase creativity and innovations within employees thus increased productivity of labor.

4.11 Employee promotion

Respondents were asked whether when an employee performs well consistently, he/she is promoted and below are the findings.

Table 19: Staff Promotions

Employee Promotion		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	6	20	20	20
	Agree	10	33	33	53
	Not sure	9	30	30	83
	Disagree	4	13	13	96
	Strongly disagree	1	4	4	100
	Total	30	100	100	

Source: Primary data

From table 19 above, it can be noted that 53 percent of the respondents in total agree that when someone performs well consistently they are promoted, 30 percent are not sure while only 17 percent disagree with the statement. This therefore, means that the institution uses promotions as its tool to motivate its employees a practice that management should maintain.

4.12 Equal treatment of employees

Respondents were also asked whether there is relatively equal treatment of employees depending on their efforts, experience and education.

Table 20: Fair treatment of staff

Equal treatment of employees		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	9	30	30	30
	Agree	9	30	30	60
	Not sure	6	20	20	80
	Disagree	3	10	10	90
	Strongly disagree	3	10	10	100
	Total	30	100	100	

Source: Primary data

Table 20 shows that 60 percent of the respondents in total agree that depending on someone's efforts, experience and education, the institution relatively treats its employees equally while 20 percent disagree and 20 percent are not sure. This means the council treats its employees equally in order to motivate them. This is a practice that management should continue to uphold because the employees feel that they are cherished at the work place.

4.4 EMPLOYEE PERFORMANCE

4.4.1 Motivation and employee performance

Respondents were asked to indicate whether motivation is the most important factor of employee performance and the following information was obtained.

Table 21: Motivation and staff performance

Motivation as a factor		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	22	73	73	73
	Not sure	2	7	7	80
	Strongly disagree	6	20	20	100
	Total	30	100	100	

Source: Primary data

Considering motivation as the most important factor in employee performance, 73 percent of the respondents in total agree to the statement while only 20 percent disagree and 7 are not sure. These findings are in agreement with the earlier revelations made by Kathleen (2004) that in order to improve one's performance he/she needs to be motivated. Management should maintain this practice of motivating its employees and even research for more new motivation tools.

4.4.2 Goal clarity and performance

Respondents were asked to indicate whether goal clarity among the employees helps to improve their performance.

Table 22: Goal clarity

Goal clarity		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	8	27	27	27
	Agree	11	37	37	64
	Not sure	8	27	27	91
	Disagree	1	3	3	94
	Strongly disagree	2	6	6	100
	Total	30	100	100	

Source: Primary data

Table 22 shows that 64 percent of the respondents who work with the institution agree that goal clarity can help employees to improve on their levels of performance. Only 9 percent in total disagree and 27 percent are not sure. These findings are in agreement with the earlier revelations made by Willmot (2007) who asserted that people must have in mind a clear picture of any end or goal they are to achieve in order to perform to their best always. The management should continue to clarify organizational goals to the employees for better performance.

4.4.3 Working Conditions and performance

Respondents were also asked to indicate whether the working conditions can greatly improve one's performance.

Table 23: Working conditions

Working Conditions		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	15	50	50	50
	Agree	10	33	33	83
	Not sure	2	7	7	90
	Disagree	1	3	3	93
	Strongly disagree	2	7	7	100
	Total	30	100	100	

Source: Primary data

From table 23, it can be noted that 83 percent of the respondents in total agree that working conditions can greatly improve on the performance of the individuals while only 10 percent in total disagree and 7 percent are not sure. Going with the majority, it can be concluded that the employees believe that better working conditions can help them to improve on the level of their performance. Management should endeavor to improve on the working conditions of employees for better performance.

4.4.4 Knowledge of the structure and performance

The respondents were asked whether the knowledge of the structure helps an employee to know what to do in given situations and hence improve on his/her performance.

Table 24: Knowledge of the structure

Knowledge of the Structure		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	8	27	27	27
	Agree	11	37	37	64
	Not sure	6	20	20	84
	Disagree	1	3	3	87
	Strongly disagree	4	13	13	100
	Total	30	100	100	

Source: Primary data

Table 24, results show that only 13 percent of the respondents in total disagree with the statement, 20 percent are not sure while the majority of 64 percent agree that in order to improve their performance, the employees need to have knowledge of the structure of the organization since this can help them maneuver around the problems and hence perform better. Management should uphold this practice such that employees can always know in which department to report the various issues that arise in the organization.

4.4.5 Modern Technology and performance

Respondents were also asked to indicate whether the use of modern technology triggers performance of employees.

Table 25: Modern Technology

Modern Technology		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	7	23	23	23
	Agree	10	33	33	56
	Not sure	6	20	20	76
	Disagree	5	17	17	93
	Strongly disagree	2	7	7	100
	Total	30	100	100	

Source: Primary data

From table 25, 56 percent of the respondents in total who work with KIU believe that with modern technology, performance can always be better against the 24 respondents in total who disagree and 20 percent who are not sure. This is in agreement with the earlier revelations made by Samuel (2010) that technology can greatly improve on the individual performance. However, some of the respondent's fear that the introduction of technology will not do much if they are not taken for further training hence management should always train its employees how to operate the modern technology.

4.4.6 Ability, training, experience and performance

Respondents were also asked whether ability, training and experience can improve an individual's capacity to perform.

Table 26: Ability, training and experience

Ability, training & experience		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	9	30	30	30
	Agree	14	47	47	77
	Not sure	4	13	13	90
	Disagree	2	7	6	96
	Strongly disagree	1	3	3	100
	Total	30	100	100	

Source: Primary data

From table 26, 77 percent of the respondents in total who work with KIU believe that an individual with ability, experience and training for a particular job, his/her performance is always going to be up, the 9 percent disagree and 13 percent are not sure. The management should endeavor to consider the ability, training and experience of employees in order to improve on an individual's capability to perform.

RELATIONSHIP BETWEEN MOTIVATION & EMPLOYEE PERFORMANCE

Motivation and Employee performance

Respondents of KIU were asked whether motivation influences employee performance and below were the responses obtained;

Table 27: Motivation and Employee performance

		Motivation	Employee performance
Motivation	Pearson Correlation	1	.823**
	Sig. (2-tailed)		.000
	N	30	30
Employee performance	Pearson Correlation	.823**	1
	Sig. (2-tailed)	.000	
	N	30	30

**** Correlation is significant at the 0.01 level (2-tailed)**

The Pearson correlation coefficient above reveals that there is a positive and significant relationship between employee motivation and their performance in Kampala International University. This is shown by the Pearson correlation of 0.823** tested at 0.01 level of significance. Also the correlation shows a gap of 0.177 that needs to be closed by the management of KIU. Management should consider all the motivational tools like timely payment, piece rate system, employee fringe benefits, employee training and rotation, goal clarity and employee involvement in decision making among others used in motivating employees so as to fully satisfy employee needs.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the findings of the study for the previous four chapters. This chapter also includes conclusions, recommendations for the study, and areas of further research suggested.

5.2 Summary of major findings

5.2.1 Tools of motivation used by Kampala International University

The study found out that the institution uses many different tools to motivate its employees. These include; provision of fringe benefits, paying bonuses to workers who put in extra effort, giving a sense of responsibility, promotion of consistently hardworking employees and treating the workers equally.

However, the study also found out that KIU does not use salary as a tool to motivate its employees as most of them were not satisfied by the management's salary system. It was also found out that the institution does not carry out training of its employees. The study also found out that the institution does not rotate its employees or involve them in decision making as a way of motivating them.

5.2.2 Factors that influence employee performance in KIU

The study found out that motivation is the major factor that affects the level of employee performance. This is because when the respondents were asked about whether motivation is the most important factor in employee performance, 73 percent of them agreed. However, the study also found out that the organization needs to consider whether the tools they are using are

matching the needs of the employees such that they can apply the right tools which appeal to the employees. The study also found out that there are other factors that affect the level of employee performance in KIU and these included; goal clarity, knowledge of the structures, the working conditions which was ranked as number two following motivation, the use of modern technology and ability, training and experience of employees.

5.2.3 Relationship between motivation and employee performance

The findings revealed that motivation makes employees do extra tasks for better performance and that there is a direct strong and positive relationship between employee motivation and the performance of KIU staff. This is evidenced by the Pearson correlation of 0.823; this figure shows a very strong and positive relationship between motivation and employee productivity at Kampala International University.

5.3 Conclusion

From the findings, it can be concluded that motivation can be categorized in two types basing on whether the motivational states are internally or externally derived. These included intrinsic motivation and extrinsic motivation. It can also be concluded that there are two types of motivation tools an organization can use; the financial and the non-financial tools. It can also be said that though the non-financial tools such as reducing the workload, job security, acknowledgment are all good motivators, financial tools such as salary and performance related pay are better motivators. It can also be concluded the management of KIU is the trying to motivate its employees though the tools it is using do not exactly match with the expectations of the employees.

About the factors that affect employee performance, it can be concluded that motivation is the most important factor that organization should look upon. However, it can also be concluded that there are other factors that affect the level of employee performance. These include; goal clarity,

working conditions, knowledge of the structure, use of modern technology, ability, training and experience.

The research also concludes that there is a very strong positive relationship between motivation and employee productivity. However, it can also be concluded that the root cause of poor performance in KIU is not motivation in its self rather it is the tools of motivation used by the institution which are not what the employees want as motivators.

5.4 Recommendations

The management should consider further informing and training of its staff to equip them with more skills in order to improve their performance. Also informing the employees about the procedures that must be gone through if they want for example, a salary increment is recommended.

It was found out that the tools the institution uses to motivate its employees are not exactly the tools that can motivate the employees. The researcher therefore recommends that the council should carry out a study before using a particular tool.

5.5 Areas for further research

The researcher recommends the following areas for future investigations which were not researched satisfactorily.

- Choosing the right motivation tool for a given employee. This is a very important aspect for the employer to consider. The researcher was not satisfactorily able to make a thorough study on how to choose the right motivation tool for a given employee and therefore recommends it for further research.
- The impact of employees' salary on their level of motivation. The researcher also did not go deep into finding out the impact of employees' salary on their level of performance and therefore recommends it for future investigations.
- Problems encountered by employers when motivating employees. The major problems encountered by employers when motivating employees were not looked at exhaustively and therefore the researcher recommends it to be researched for by future researchers.

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APPENDIX I: QUESTIONNAIRE

TOPIC: MOTIVATION AND EMPLOYEE PERFORMANCE

(To be filled in by the employees of Kampala International University)

Dear Sir/ Madam,

I am Akullo Belinda, Reg. No.1163-05064-07688 a student of Kampala International University pursuing a Bachelors of Human Resource management. I am currently conducting a study on the relationship between motivation and employee performance in our Institution. The study is purely for academic purposes and the information given will be treated with utmost confidentiality. I therefore, humbly request you to spare some time and answer the following questions.

SECTION A: Background information

Tick or write answers in full where applicable.

1. Gender

a) Male b) Female

2. Marital status:

a) Single b) Married c) Widow(er) d) Divorced

3. Age bracket (years)

a) 11-20 b) 21-30 c) 31-40 d) 41 and above

4. Highest level of education attained

a) UCE b) UACE c) Tertiary d) University

5. When did you join KIU?

a) 1 year back b) 2 years back c) 3 years back d) Above 3 years back

SECTION B: Motivation practices by Kampala International University

On a scale of 1-5, tick in the appropriate box on how you strongly agree or disagree with the statements given.

Scale	1	2	3	4	5
	Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree

Statement	1	2	3	4	5
1. The wages and salaries am paid motivate me.					
2. Am always paid in time.					
3. KIU pays its workers according to the amount of work done.					
4. The institution provides fringe benefits to all its employees.					
5. When employees meet the set targets they are paid a bonus.					
6. KIU provides training to its employees most of the times.					
7. To prevent boredom, KIU rotates its employees within the organization.					
8. I have participated in the decision making of KIU.					
9. Am given sense of responsibility at my work place.					
10. The institution makes sure at all times that my work is challenging.					
11. When an employee performs well consistently, they are promoted.					
12. There is relatively equal treatment of employees depending on their efforts, experience and education.					
13. I have good inter-personal relationship with my superiors					
14. There is high supervision at KIU					

15. Suggest ways that KIU should use to improve on your motivation levels.

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SECTION C: Factors affecting employee performance

On the scale of 1-5, tick in the appropriate box on how you strongly agree or disagree with the statements given.

Statement	1	2	3	4	5
1. Motivation is the most important factor in employee performance					
2. Goal clarity among the employees helps to improve their performance					
3. Work conditions can greatly improve one's performance					
4. To achieve any goal, an employee must be flexible and suitable for the job					
5. Knowledge of the structure helps an employee to know what to do in given situations and hence improve his/her performance					
6. Feedback is key in the improvement of an individual's performance					
7. The use of modern technology triggers performance of employees					
8. Ability, training and experience improve an individual's capability to perform					
9. A feeling of acceptance by the employee may improve his/her performance					

10. Suggest any other factors that affect your level of performance as an employee of KIU

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SECTION D: Relationship between motivation and employee performance in KIU

On the scale of 1-5, tick in the appropriate box on how you strongly agree or disagree with the statement given.

Statement	1	2	3	4	5
1. With the help of the management, my performance has improved over time.					
2. My performance reduces when KIU takes long to rotate the employees					
3. I always perform to my best when I know that am accepted at work					
4. With the current motivation practices at KIU, the performance of the employees is always going to reduce.					
5. Employees often endeavor to meet the set targets to be paid a bonus					
6. There is a strong relationship between employee performance and motivation					

7. List the employee motivation tools that you believe have had the biggest impact on the level of your performance.

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Thank you for the co-operation...