

**MOTIVATION AND EMPLOYEE PERFORMANCE:
CASE OF WAMUCO MOTORS (U) LTD INDUSTRIAL
AREA PLOT 32 KAMPALA
UGANDA**

**BY
APIO LUCY
BHR/40833/91/DU**

**A RESEARCH DISSERTATION SUBMITTED TO THE COLLEGE OF
ECONOMICS AND MANAGEMENT SCIENCES IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR THE
AWARD OF A BACHELORS DEGREE IN HUMAN
RESOURCE MANAGEMNT OF KAMPALA
INTERNATIONAL
UNIVERSITY**

MAY, 2012

DECLARATION

I APIO LUCY, do here by declare that the content of my study herein, to the best of my knowledge, have never been presented for a Bachelors Degree in Human Resource Management in any university .it's my original work and primary data and secondary data from various sources has been acknowledged

Signed.....

APIO LUCY

BHR/40833/91/DU

STUDENT

Date18th / 09 / 2012

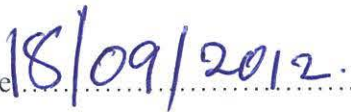
APPROVAL

This research dissertation has been prepared under my supervision as a university supervisor and submitted to the college of economics and management sciences for examination with my approval.

Signature.....

Dr. KINYATA STANLEY

(Supervisor)

Date.....

DEDICATION

I dedicate this research study to my parents Mr. Ariamo Lucy and Otim Patrick ,to my uncle Ogwang Andrew and my sisters Adong Loy and Adio Stella ,to my aunt Agwang Veronica ,my cousin Bagaya Jerry ,to my aunt Akello Margret ,Anyango Jane and to my cousins Asayo Catherine ,Ariowo Felista and Atino Marther and lastly to my grandmother Abiro Esther

Finally to my friends Namumbe Topista, Apio Susan, Adong Lydia, Adupuk Joseph, Okello Stephen,Opollot Lumber.

ACKNOWLEDGEMENTS

First and foremost, I thank the Almighty God for bringing this far. I thank him for the gift of life, without him I would not have completed this dissertation I wish to express my inner most and heartfelt appreciation to Kampala International University for the extended to me in compiling my dissertation.

I am most grateful to Dr. Kinyata Stanley my supervisor who oversaw the completion of this report and giving me the necessary support. His patience and oversight has been a pillar in the compilation of this dissertation.

I am highly indebted to the entire staff of WAMUCO motors who contributed information and ideas on this study. I could not have satisfactorily performed my task, without the cooperation and collaboration received from the many stakeholders encountered during the study.

I register my sincere appreciation to my parents Mr. Otim Patrick and Mrs. Ariamo Lucy, and my aunt Agwang Veronica, my uncle Bagaya Jerry for their continued support to my education and in many different ways. Certainly without their financial sacrifice and moral support, my education would not have been possible to this level. May the Almighty God bless you abundantly

TABLE OF CONTENTS

DECLARATION	ii
APPROVAL	iii
DEDICATION	iv
ACKNOWLEDGEMENTS	v
ABSTRACT	ix
CHAPTER ONE:	1
INTRODUCTION	1
1.0 Background to the Study	1
1.1 Statement of the Problem	2
1.2 The Main Objective of the Study.....	3
1.3 Specific Objectives of the Study.....	3
1.4 Research Questions	3
1.5 Significance of the Study	3
1.6 Scope of the Study	4
1.7 Limitations of the Study	4
1.8 The conceptual framework	5
CHAPTER TWO	6
LITERATURE REVIEW	6
2.0 Introduction	6
2.1 Motivation	6
Employee Differences.....	6
The Job.....	7

Public Recognition	7
Conclusion	7
2.2 Types of Motivation.....	8
2.2.1 Intrinsic Motivation.....	9
2.2.2 Extrinsic Motivation.....	9
2.3 Motivation Theory	9
2.3.1 Content [needs] Theory	9
2.3.2 Instrument Theory.....	9
2.3.3 Progress theory	10
2.3.4 Equity theory	10
2.3.5 Herzberg Two Factor Model	11
2.3.5.1 Theory X and Theory Y.....	13
2.4 The Motivation Process.....	13
2.5 Content Theories of Motivation.....	14
2.6 Maslow's Hierarchy Of needs	14
2.7 Performance.....	18
CHAPTER THREE.....	22
Methodology	22
3.0 Introduction	22
3.1 Research Design	22
3.2 Study Population.....	22
3.4 Sampling Procedure.	23
3.5 Sample Size.	23
3.6 Data Collection Methods.....	24

3.7 Data Analysis.....	24
3.8 Reliability and Validity of the Data	24
PRESENTATION, DISCUSSION AND ANALYSIS OF RESEARCH FINDINGS	25
4.0 introduction	25
4.1 Background Information	25
4.1.1 Age Respondents	25
4.1.4 Position of Respondents at Wamuco motors	29
4.1.5 Period worked by employees in the company	30
4.2 Different methods used by the organization to motivate employees.	31
4.3 Respondent’s knowledge about motivation.....	34
4.7 causes of poor motivation.....	35
4.4 Ways of improving motivation.....	43
CHAPTER FIVE	44
CONCLUSION AND RECOMENDATION.....	44
5.0 introduction	44
5.1 conclusion.....	44
5.2 recommendation	44
REFERENCES.....	47
APPENDIX I: RESEARCH INSTRUMENTS	49
A) Questionnaire.	49
B) Interview Guide	53
APPENDIX II: TIME FRAME.....	54
APPENDIX III: STUDY BUDGET	55

ABSTRACT

The purpose of this study was to examine the role of motivation in improving employee performance at WAMUCO motors (U) Ltd.

The specific objectives were to assess the methods used in motivating, evaluate employees' knowledge about motivation and to assess ways of improving motivation at WAMUCO motors Ltd.

To research on these objectives, a sample size of 50 respondents of WAMUCO motors was used. Questionnaires, interviews and observations were used to collect primary data. Secondary data was also used; here the researcher was able to get a wide range of information from different literature on the topic. This was got from text books, internet, journals, news papers and magazines. By using the mentioned methods, the researcher was able to gather adequate information.

From the main findings of assessing the methods used in motivating workers, evaluating employees' knowledge about motivation and assessing ways of improving motivation. The researcher found out factors such as adequate and timely salary payments, promotion, training, free medical services, Transport allowances and leave among the methods used to motivate employees at WAMUCO motors (U) Ltd. Employees who are highly motivated tend to work for the organization for a long period of time. This is evident in the information provided. This way, motivation reduces the rate of employee turnover, expenses of recruiting, selecting and training new employees.

Furthermore, the researcher found out that all the respondents had knowledge about motivation. This was because they were able to tell what motivates and de-motivates them as already mentioned above. More so they were able to tell which group of employees was the most affected by poor motivation in the organization.

Finally, the researcher found out the different ways of improving motivation at WAMUCO motors as suggested by the employees.

The major recommendation was, since it was found out that the lower staff are not highly motivated due to different reasons such as little pay, work overload and non participation in decision making among others. Therefore management should devise means of motivating the lower staff through participation in decision making, reducing the work load and increasing their salary among others

CHAPTER ONE:

INTRODUCTION

1.0 Background to the Study

Katzell and Thompson define Motivation as Psychology drive to achieve goals.

The wise motivator does not disdain those whom he would motivate. Here's why: unless you've missed your calling, and should really be on the stage, scorn shows. No one likes being put down. That only invites retaliation, usually in the form of doing as little as possible of what you want them to do.

A manager has more opportunity to directly motivate employees than does any other organizational influence. Conversely, research reveals that de-motivating managers are the primary reason employees voluntarily leave. (Michael Kroth, 2006)

According to a journal by Handy, "It is because of the complexity of motivation and leadership, and the fact there is no single answer to what will motivate people to work well, that the different theories are important to the manager". (Handy, 1993, p.97)

Many contemporary authors have also defined the concept of motivation. Motivation has been defined as: the psychological process that gives behavior purpose and direction (Kreitner, 1995); a predisposition to behave in a purposive manner to achieve specific, unmet needs (Buford, Bedeian, & Lindner, 1995); an internal drive to satisfy an unsatisfied need (Higgins, 1994); and the will to achieve (Bedeian, 1993). For this paper, motivation is operationally defined as the inner force that drives individuals to accomplish personal and organizational goals.

A study of industrial employees, conducted by Kovach (1987), yielded the following ranked order of motivational factors: (a) interesting work, (b) full appreciation of work done, and (c) feeling of being in on things.

Another study of employees, conducted by Harpaz (1990), yielded the following ranked order of motivational factors: (a) interesting work, (b) good wages, and (c) job security.

According to a research by Lindner (Kovach 1987), interesting work, ranked as the most important motivational factor. Pay was not ranked as one of the most important motivational factors by Kovach (1987), but was ranked second by Harpaz (1990). Full appreciation of work done was not ranked as one of the most important motivational factors by Harpaz (1990), but was ranked second in the research by Kovach (1987). The discrepancies in these research findings supports the idea that what motivates employees differs given the context in which the employee works. What is clear, however, is that employees rank interesting work as the most important motivational factor.

At one time, employees were considered just another input into the production of goods and services. What perhaps changed this way of thinking about employees was research, referred to as the Hawthorne Studies, conducted by Elton Mayo from 1924 to 1932 (Dickson, 1973). This study found employees are not motivated solely by money and employee behavior is linked to their attitudes (Dickson, 1973). The Hawthorne Studies began the human relations approach to management, whereby the needs and motivation of employees became the primary focus of managers (Bedeian, 1993).

Therefore from several researches carried out on motivation, it makes it a researchable topic and it is from them that I want to critically understand the role motivation plays in improving employee performance/ engagement.

1.1 Statement of the Problem

Most organizations are concerned with having productive, committed, and enthusiastic workers for excellent organizations performance. The success of an organization greatly depends on the organization's ability to use its resources to the maximum among which employee performance is inclusive. Therefore the purpose of this study was to investigate the importance of motivation on employees and organizational performance. In other words the purpose of the study was to assess what motivates and effects motivation on employee performance at workplace. The question was to what extent can employee performance be attributed to motivation?

1.2 The Main Objective of the Study.

The main objective of the study was to find out the role of motivation on employee performance.

1.3 Specific Objectives of the Study

- (i) To find out the different methods that was used by Organizations to motivate the employees.
- (ii) To evaluate employees' knowledge on motivation.
- (iii) To assess ways of improving motivation in the organization.

1.4 Research Questions

What are the different methods used by Management to motivate employees?

What were the employees' knowledge on motivation?

What are the different ways of improving motivation?

1.5 Significance of the Study

This research was carried out to help management to properly identify the needs of their employees, in an effort to serve them more efficiently and effectively.

This study was carried out to help influence business undertakings to improve on the quality of motivation through enlightening the employees, and the entire public, to focus on Employee satisfaction as the basis for increased business profitability and growth.

The research was done to enhance the skills of the researcher in doing research and also enrich him or her with further abilities in motivation. Therefore the research was to help improve the researcher's ability to carry out research.

The research was used to help management to know how working conditions affect employees' performance.

More so was management to improve on the ways they motivate their employees.

Finally, the study will be to help management understand the reasons why employees need to be motivated at work.

1.6 Scope of the Study

1.6.1 Geographical Area

The research was conducted in Kampala at Wamuco motors located in Industrial area plot 32 in 2012.

1.6.2 Content Scope

The study was focused towards the role of motivation on employees' performance. Motivating employees is a source of improving their performance and the organization as a whole. The study was focused on specific employees in different departments of the organization. Therefore the research helped to unveil the role of motivation in improving employee performance at WAMUCO motors. The research covered a random sample of managers and employees at WAMUCO motors.

1.6.3 Time Scope

The study covered the period of two years from 2010-2012 .this period of time was chosen because it was characterised by poor Wamuco Motors performance because of poor employee motivation

1.7 Limitations of the Study

When carrying research, I faced the following problems

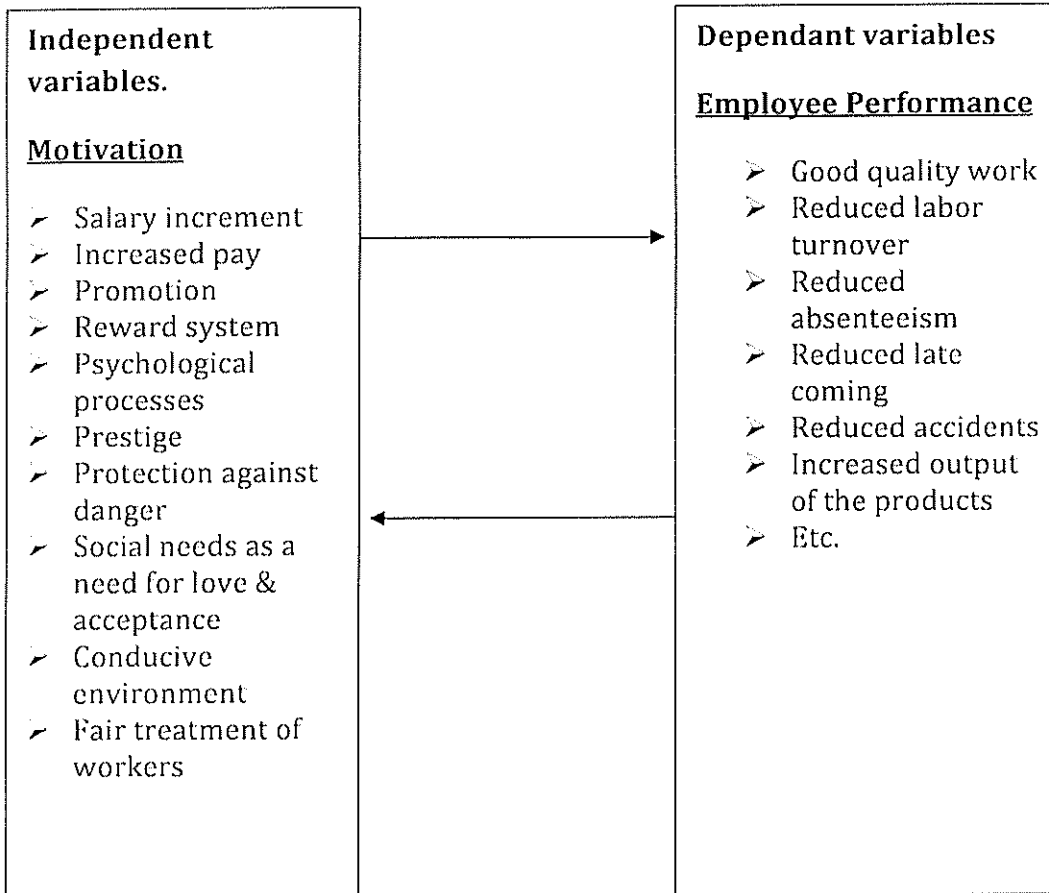
Some journals articles needed to be purchased on line this was barrier to get access to the required information.

I faced a problem of getting access to outdated information which was not reliable.

Lack of openness by the respondents for fear of safety of the jobs

Language barrier where by some people do not know the language I spoke to them most especially English

1.8 The conceptual framework



CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter focuses on reviewing the literature that is available about Motivation from various writers and philosophers on motivation. Emphasis in this study mainly concerns the role of motivation in improving employee performance. The researcher gets to know how different authors understand motivation, behaviour and performance in different ways.

2.1 Motivation

Motivation in the real world is the art of getting extra effort from everyone including you. (Gelleman, 1992)

Motivation is an inner drive that directs human behaviour towards organisational goals and when attained can help to satisfy individuals' needs. (Armstrong, 1999)

"Motivation is the willingness to do something," wrote Stephen Robbins and David A. DeCenzo in their book "Supervision Today.

The performance of employees will make or break an organization; this is why it is important to find a variety of methods of motivating employees. "It is conditioned by this action's ability to satisfy some need for the individual." The most obvious form of motivation for an employee is money; however, there are other motivating factors that must be considered.

Employee Differences

Every employee within a company is different and, therefore, is motivated to perform well for different reasons. Due to the differences within an organization, it is important for a manager to get to know her employees and understand what motivates their performance. "If you're going to be successful in motivating people, you have to begin by accepting and trying to understand individual differences." Robbins and DeCenzo report in their book "Supervision Today."

The Job

One motivator for employees is a feeling that the job itself is worthwhile. According to Dr. Sunil Ramall in his article "A Review of Employee Motivation Theories and their Implications for Employee Retentions with Organization", these employees feel personally responsible for their work and believe that it is a meaningful job. Employees who take personal responsibility for their work and believe that it is making a positive impact will strive hard to perform very well.

Work Environment

Employees have a desire to be part of a company with a positive and encouraging work environment. Motivating input and strong working relationship during the workday will provide an environment that employees will want to be a part of. According to "Supervision Today," this involves focusing employees on achievement and maintaining equity in the workplace. This idea of equity has to do with the perception employees have of their importance in relation to others within the company. If employees do not believe they are treated with equity they will not perform well.

Public Recognition

Sandy Smith, in "Motivating Employees in Tough Times," points out the importance of recognizing employees who work daily to live out the values of a company. Employees like to receive acknowledgment and praise from managers of a job well done. Companies that make public recognition a part of their normal protocol will create an environment for employees to perform well. Praise is an excellent motivator.

Conclusion

Money is the most important motivator for employee performance but it is important for companies to find other ways to motivate. This involves getting to know their employees and what drives them, then making sure managers utilize appropriate motivational techniques with each employee. When appropriate motivation techniques are used, employee performance will improve.

The Effects of Employee Satisfaction on Company Financial Performance Employee Motivation and satisfaction is nearly employee ownership, employee attitudes, and firm performance: effects of employee ownership, looking at cross-sectional and longitudinal company performance was a predictor of employee ownership adoption in Employee Motivation, ESOP Satisfaction, and Union Attitudes Under Employee Enhancing motivation and work performance of the salespeople: the Supervisor behavior was measured through Company Personnel. Survey (CPS) by having employees report on their Hypotheses testing was done to analyze the direct effects of motivation and work performance. It is, however, to be

Insights Into Employee Motivation, Commitment and Retention creates performance in each employee by speeding up the reaction between the employee's talents and the company's goals, and between the employee's talents survivors and survivor managers must deal with the side effects of lost Don't Redesign Your Company's Performance Appraisal System: Scrap It May 20, 2010 customers, as well as enhanced employee motivation, commitment, function of performance appraisal systems, and the effects such systems Employee ownership, motivation and productivity ownership has a positive effect on motivation and performance. It company and its employees, to increase employee motivation and

According to Baltol and Martin (1998), they talk about reward compensations management. They argue that once employees are done with their respective duties, they expect to be appraised and paid.

Therefore organizations need to establish fair compensation system. This is done basing on the employees compensation which refers to all forms of reward for the work done by the employees towards achieving organizational goals.

2.2 Types of Motivation

Motivation at work can take place in two ways. First of all people can motivate themselves by seeking funding and carrying out work (or being given work) that satisfies their needs. Secondly people can be motivated by management through methods like promotions, pay raises and others. Herzberg and Snyderman (1957) define two types of motivation as: intrinsic and extrinsic motivation.

2.2.1 Intrinsic Motivation

This is defined as a self generated factor that influence people to behave in a particular way or direction. These factors include responsibilities [feeling that the work is important and having control over one's resource, autonomy, freedom to act]. The scope to use and develop skills and abilities, interesting and challenging work together with opportunities for advancement.

2.2.2 Extrinsic Motivation

This is defined as what is done to or for people to motivate them. These include reward structures such as increased pay, praise or promotions together with punishment such as disciplinary action, withholding pay or criticism. Extrinsic motivation can have an immediate and powerful impact, but it will not necessarily last long.

2.3 Motivation Theory

According to Armstrong and Barron (2002) in their book of strategic human resource management, they define three approaches to motivation theory such as instrumentality (carrots or stick), content theory which focuses on the psychological processes which affect motivation.

2.3.1 Content [needs] Theory

The basis of motivation theory is the belief that an unsatisfied need creates tension and a state of disequilibrium to restore the balance of a goal that will satisfy the need. All behaviors therefore are motivated by satisfied needs.

Need theory was developed originally by Maslow (1954). He suggested the most famous classification of needs as psychological needs, the need of oxygen, food, water and salt, the safety need that is to say for protection against danger, social as the need for love, attention, and acceptance, esteem need for having stable family and prestige over others and finally self fulfillment (self actualization) Maslow's theory of motivation states that when a lower need is satisfied, the next highest becomes dominant and the individuals attention is turned onto satisfaction.

2.3.2 Instrument Theory

Instrumentality is the belief that if we do one thing it will lead to another in its crudest form. instrumentality theory states that people only work for money.

The theory emerged in the second half of the 19th century with its emphasis on the need to rationalize work and economic outcome. It assumes that a person will be motivated to work if rewards and penalties are tied directly to his or her performance.

This theory is based on the principle of reinforcement as influenced by Skinner's (1974) concept of conditioning the theory that people can be conditioned to act in a certain way if they are rewarded for behaving as required to motivation.

2.3.3 Progress theory

In process theory, the emphasis is on the psychological processes or forces that affect motivation as well as basic needs. It is also known as precognitive theory because it is concerned with people's perception of their working conditions or environment, and the ways in which theory interpret and understands it. According to C. Guest (1992), the process theory provides a much more relevant approach to motivation that replaces the Theory of Maslow's whose suggestions have been shown by extensive passengers to be wrong. This theory can certainly be more useful to managers than needs theory because it provides more realistic guidance on motivation techniques.

2.3.4 Equity theory

This theory is based on perceptions people have about how they are treated as compared to others .To be dealt with equitability is to be treated fairly in comparison with another group of people. Equity involves feelings; perception is and is always a comparative process .It is not synonymous with equity which means treating everyone the same, because this will be equitable if they deserve to be treated differently. As suggested by Adams (1965) there are two forms of equity.

The distributive equity which is concerned with fairness of which people feel they are rewarded in accordance with their contributions and in comparison with others. Inter-personal factors are closely linked to feeling about procedure fairness .Taylor and Bias (1990) identified five factors that contribute to perception which include adequate consideration of an employee applying criteria across employees concerning the outcome of decisions and finally providing the employees with an adequate explanation of decision made.

2.3.5 Herzberg Two Factor Model

The two factor model of satisfiers and dissatisfiers was developed by Herzberg, Mausner and Snyderman (1957) following an investigation into sources of job satisfaction and dissatisfaction of accountants and engineers. Under this theory it was assumed that people have the capacity to report accurately the conditions that made them satisfied or dissatisfied with their jobs.

Accordingly the subjects that were asked to tell their interviewers about the times during which they felt exceptionally good or bad about their jobs and how long their feelings persisted. It was found that the accounts of good periods most frequently concerned the content of their jobs particularly achieving recognition, advancement, autonomy, responsibility and the work itself. One consists of the satisfiers or motivators because they are seen to be effective in motivating the individuals to superior performance effort. The other consists of a variety of dissatisfiers which essentially describe the environment and serve primarily to present job dissatisfaction, while having little effect on positive job attitudes. The latter was named the hygiene factor in medical use of the term meaning preventive and environment.

Armstrong (2001) states that there are large differences in the productive efficiency of productive companies, even within the company there are usually substantial differences in productivity are often due to differences in managerial policies and practices.

There is too little information on what makes good management, does that make a difference between high and low employee morale in various departments of an organization. American business is spending millions of dollars every year applying the scientific method to product development and the improvement of production methods, but it is not similarly applying its resources to discover how the most effective managers and supervisors function and how their principles and practices can be applied more generally.

The Institute for Social Research of the University of Michigan is one of the few organizations conducting systematic research on this problem. It is trying to find what makes an organization tick, trying to discover the principles and practices of leadership that are responsible for higher productivity and high job satisfaction. The institute is designed to provide a mirror for business so that it can see in its own operations and experience what works best and why. Studies have

been conducted or are under way in a wide variety of organizations. These include public utilities an insurance company and automatic company, heavy machinery factory, a railroad, and electronic appliance factor and some government agencies. The work of the organizations studied has varied from highly routine clerical and assembly operations to complete scientific research. One of the basic concepts underlying this research is that no matter how varied the task, whether in government there are common fundamental principles applicable to effective organization of human activity. In addition to this general principle there may be specific principles that apply to a particular type of work. Such as selling as opposed to office management. But the philosophy behind this whole program of research is that scientifically varied data can be obtained which will enable us to state general principles; we must learn how to transfer them from one situation to another. We are doing this research at all levels of the organization, not only at employee level and the smart unit level but at the plant level and the company level. We expect that some principle will carry rights on through; others will be specific, perhaps, for different level or parts of an organization.

In carrying forward this program of research, two major criteria have been used to evaluate administrative effectiveness.

- ❖ Productivity per man-hour or some similar measure of the organization's success in achieving its productivity goals.
- ❖ The job satisfaction and other satisfactions derived by employees or members of the group.
- ❖ The results obtained show that a consistent pattern of motivational principles and their application is associated with high productivity and high job satisfaction, irrespective of the particular company or industry in which the study is conducted.

He further talks about the factors in high and low productivity.

Here are some of the factors which are commonly assumed to increase productivity but when actual results are examined, are found not to be related to productivity or else have a negligible relationship. Thus we are finding very little relationship within the company between employees, attitudes towards the company and their productivity. The more productive employees or section do not have appreciable more favorable attitudes than to the less productive employees.

The common assumption that developing a favorable attitude among employees towards the company will result in increased productivity does not seem too warranted.

A favorable overall attitude towards one's company and job does result in less absence from the job. The researcher suspects that it may result in less turn over and may attract a better labor force in a tight labor market, but we do not yet have any data on these points.

Illustrative again, the kind of variables that may show no relationship is the material in which we find that some situations at least there is a negative relationship between the extent to which employees participate in recreational program and their productivity. The less productive sections participate in recreational activities more often than do those sections that are more productive.

2.3.5.1 Theory X and Theory Y

This theory states that workers are passive (if not lazy) and in need of direction together with control. Thus workers need eternal management through the use of force, persuasion, rewards and punishment. Mc Gregory describes theory x as the traditional view of direction and control.

Theory Y asserts that workers are eager to learn responsibility and creativity. Mc Gregory believed that workers' capacities are underutilized. If given the autonomy workers are quite capable of self direction and self control and the reward system must be supportive of increased employee participation.

2.4 The Motivation Process

According to behavior scientist's affective work and performance reacquires motivation ability and reward system that encourages quality work. In a general sense the psychological relationship between motivation, behavior reward feedback.

A person motive or motivation is characterized as a need- based state of arousal need that is to say privation increase our state of arousal or search to reduce the need deficit. At work the term behavior refer to specific work or task action that result from this need, deficit- induced arousal. And finally rewards are the direct consequence that either stimulates or suppress future states of arousal depending on our level of need satisfaction.

A reward is an attractive or desired consequence and it can be either intrinsic or extrinsic. Intrinsic rewards (the intangible psychological results of work that are controlled by the workers) are inheriting in the job and accrue during performance of work; a task might be intrinsically motivating because it results in a feeling of accomplishment. Intrinsic rewards can have a significant, yet often is under estimated in its impact on job satisfaction which as see is closely linked to motivation.

An extrinsic reward is administered by another party and occurs apart from the actual performance of work. An example of extrinsic is a pay cheque. .To be motivated workers must also be able to do the job. Ability is the workers physical and mental characteristics required. To perform the task successfully, management must do everything that can continually develop each worker's ability though training.

2.5 Content Theories of Motivation

The content theories also called need theories are based on the ideas that people are driven to meet basic needs that produce satisfaction when met. These theories include Maslow hierarchy of need and Mc Cleland's achievement of motivation.

2.6 Maslow's Hierarchy Of needs

Based on the two key assumptions, at first different needs are active at different time not yet satisfied can influence behavior. Second needs are arranged in a fixed order of importance called hierarchy.

According to Maslow's theory, behavior is triggered by a need deficit that drives the individual to reduce the tension it creates. Tension leads to behavior that will potentially satisfy the need. For example a new baby in the family means a greater financial burden; as a result the work increases the work effort to ensure a promotion and a raise. In Maslow's theory the idea that a satisfied need cannot influence behavior is called the prepotency of the need.

Maslow identified five categories of needs as ; physiological needs such as food, air and water , safety needs such as freedom from fear or harm , social needs such as friendship, camaraderie and team work , self esteem needs , meaning acceptance of self as having value and finally the self actualization needs the fulfillment of potential and personal growth.

The hierarchy of needs gives the managers a straight forward way of understanding how various work conditions satisfy employee's needs. Safety needs are met by safe work conditions and job security. Social needs are satisfied by interaction and communication with fellow workers. And finally, work that is fulfilling can satisfy self-esteem and self-actualization needs.

Although Maslow's ideas were to welcome relief from the emphasis on the abnormal behavior that dominated the psychology of the day they are not without some potential pitfalls. First Maslow himself recognizes that the hierarchy is not a stair-step approach. Human needs are multiple and they often occur simultaneously in modern society. It may make more sense to think about high order needs (such as esteem and self-actualization) as one set and lower order needs (such as psychological, safety and social needs) as another set. Using these two categories we can see that it is certainly possible for several needs to influence our behavior at any given time. Being thirsty is a relative concept. If you are in the desert and have no water the prepotency of the need will influence 100% of our behavior. But if you are mildly thirsty all morning but you are writing the weekly report your behavior will be more determined by a deadline than thirsty.

Third, Maslow's theory describes needs as internal, it says nothing about the environment effect on behavior. How needs are determined, for example need for new clothes may be determined by comparing with our friends, models or prestigious people. Functionally our clothes may be fine but by comparison to our friends' clothing might look old or out of style. So what might be considered as a lower order need for self-esteem? The referent for our need for deficit is not internal but rather is external. In other words the definition of need for new clothing is determined through other people, society and education together with the external environment.

To a large degree Maslow's idea helps us to understand that everyone has basic needs that must be satisfied. One way to satisfy these needs is through work, but the complexity of the need satisfaction process makes simple prescription problematic.

Finally McClelland's achievement motivation theory in the book of management quality and competitiveness 3rd edition 2004 talks about another psychological David and McClelland who paid

further attention to the potential of work itself to motivate people from various departments of the organization. His approach is different; however, he focuses on the need for achievement in individual rather than in a general population of work. He believed that a person's unconscious mind is the key to his or her particular needs in his own words: if you want to find out what's on a person's mind, don't ask him because he can't always tell you. Study his fantasies and dreams. If you do this for over a period of time you will discover the themes to which his mind returns again and again, and these themes can be used to explain his action.

McClelland believed that by showing them to write a story to describe what is happening in the picture and what the probable outcomes would be the story reveals the writer's needs and motives. He further identified three needs; need for achievement, need for affiliation and need for power like Maslow's. Needs theory, McClelland's theory suggests that people vary from different degrees to which their motive for behavior is determined by one or combination of those needs.

The need for achievement is a person's desire for clear, self-esteem, moderately difficult goals, with feedback given based on goal achievement. High achievers are seen as self-starters, goal oriented or full of task initiative all of which are typically valued by firms.

The need for affiliation is the desire to work with others, to interact with and support others as well as learning lessons of life through the experience of others. A pronounced desire for social acceptance can be a powerful motivating force in our daily lives. Organizational work is important since social institutions bring people in contact with one another on a regular basis.

The need for power is the desire to have influence and control over others. This need can be an important determination of behavior. People dominate one another in many socially acceptable ways. People are submissive to those who dominate of police, managers, tour guides and others. It is natural and information to allow other people control an aspect of our lives. In these positions people with a high need for power will outperform those with a low need for power. Therefore McClelland's work fits well with Herzberg's view of achievement as a motivator and Maslow's concept of high order need satisfaction as a source of motivation. In addition, McClelland's research moves beyond basic or lower level needs as an explanation for behavior. Maslow, Herzberg as well as McClelland all recognize the importance of achievement and social

relations as motivational factors. But only Mc Clelland takes one more step by adding dimensions; the need for power .As we see the need for power can give an important explanation for human behavior in any kind of s organization.

Understanding what motivated employees and how they were motivated was the focus of many researchers following the publication of the Hawthorne Study results (Terpstra. 1979). Five major approaches that have led to our understanding of motivation are Maslow's need-hierarchy theory, Herzberg's two- factor theory, Vroom's expectancy theory, Adams' equity theory, and Skinner's reinforcement theory.

According to Maslow, employees have five levels of needs (Maslow, 1943): physiological, safety, social, ego, and self- actualizing. Maslow argued that lower level needs had to be satisfied before the next higher level need would motivate employees. Herzberg's work categorized motivation into two factors: motivators and hygiene (Herzberg, Mausner, & Snyderman. 1959). Motivator or intrinsic factors, such as achievement and recognition, produce job satisfaction. Hygiene or extrinsic factors, such as pay and job security, produce job dissatisfaction.

Vroom's theory is based on the belief that employee effort will lead to performance and performance will lead to rewards (Vroom, 1964). Rewards may be either positive or negative. The more positive the reward the more likely the employee will be highly motivated. Conversely, the more negative the reward the less likely the employee will be motivated.

Adams' theory states that employees strive for equity between themselves and other workers. Equity is achieved when the ratio of employee outcomes over inputs is equal to other employee outcomes over inputs (Adams, 1965).

Skinner's theory simply states those employees' behaviors that lead to positive outcomes will be repeated and behaviors that lead to negative outcomes will not be repeated (Skinner. 1953). Managers should positively reinforce employee behaviors that lead to positive outcomes. Managers should negatively reinforce employee behavior that leads to negative outcomes.

2.7 Performance

This refers to the accomplishment of work assignments or responsibilities and contributions to the organizational goals, including behavior and professional demeanor (actions, attitude, and manner of performance) as demonstrated by the employees approach to completing work assignments. Viewed on 17/12/2010 at <http://www.Questia.com/read>

Employee motivation has become a critical issue for most public administration managers whose foremost function is to achieve high level employee performance and productivity. It's pertinent that public administration entities employ the most effective motivational techniques while considering that different motivational techniques work for different employees. Thus this paper will attempt to analyze the sufficiency of financial based rewards such as bonuses, commissions as well as job promotions to motivate public administration employees. Besides, the paper will evaluate how ethics influence the application of financial rewards in public administration entities as opposed to private companies, how the role of organized labor influence employees compensation and benefits in the public sector and an overview of how existing reward systems in Administration and in this paper referencing U.S Government (including Canada & Australia) public administration effectively reinforces an attitude of nonchalance. Just like other employees, public administration employees are motivated by both intrinsic and extrinsic rewards. Therefore, for any reward system to be effective it must incorporate both sources of motivation especially given that all reward systems are designed to attract, retain and motivate workers.

Performance management is the systematic process by which an agency involves its employees, as individuals and members of a group, in improving organizational effectiveness in the accomplishment of agency mission and goals.

Employee performance management includes:

The process of performance

- Planning work and setting expectations,
- Continually monitoring performance,
- Developing the capacity to perform,
- Periodically rating performance in a summary fashion, and rewarding good performance.

The revisions made in 1995 performance appraisal and awards regulations support sound management principles. Great care was taken to ensure that the requirements those regulations establish would complement and not conflict with the kinds of activities and actions practiced in effective organizations as a matter of course.

Additional background information on performance management can be found in the following

In an effective organization, work is planned out in advance. Planning means setting performance expectations and goals for groups and individuals to channel their efforts toward achieving organizational objectives. Getting employees involved in the planning process will help them understand the goals of the organization, what needs to be done, why it needs to be done, and how well it should be done.

The regulatory requirements for planning employees' performance include establishing the elements and standards of their performance appraisal plans. Performance elements and standards should be measurable, understandable, verifiable, equitable, and achievable. Through critical elements, employees are held accountable as individuals for work assignments or responsibilities. Employee performance plans should be flexible so that they can be adjusted for changing program objectives and work requirements. When used effectively, these plans can be beneficial working documents that are discussed often, and not merely paperwork that is filed in a drawer and seen only when ratings of record are required.

In an effective organization, assignments and projects are monitored continually. Monitoring well means consistently measuring performance and providing ongoing feedback to employees and work groups on their progress toward reaching their goals.

Regulatory requirements for monitoring performance include conducting progress reviews with employees where their performance is compared against their elements and standards. Ongoing monitoring provides the opportunity to check how well employees are meeting predetermined standards and to make changes to unrealistic or problematic standards. And by monitoring continually, unacceptable performance can be identified at any time during the appraisal period and assistance provided to address such performance rather than wait until the end of the period when summary rating levels are assigned.

In an effective organization, employee developmental needs are evaluated and addressed. Developing in this instance means increasing the capacity to perform through training, giving assignments that introduce new skills or higher levels of responsibility, improving work processes, or other methods. Providing employees with training and developmental opportunities encourages good performance, strengthens job-related skills and competencies, and helps employees keep up with changes in the workplace, such as the introduction of new technology.

Carrying out the processes of performance management provides an excellent opportunity to identify developmental needs. During planning and monitoring of work, deficiencies in performance become evident and can be addressed. Areas for improving good performance also stand out, and action can be taken to help successful employees improve even further.

From time to time, organizations find it useful to summarize employee performance. This can be helpful for looking at and comparing performance over time or among various employees. Organizations need to know who their best performers are.

Within the context of formal performance appraisal requirements, rating means evaluating employee or group performance against the elements and standards in an employee's performance plan and assigning a summary rating of record. The rating of record is assigned according to procedures included in the organization's appraisal program. It is based on work performed during an entire appraisal period. The rating of record has a bearing on various other personnel actions, such as granting within-grade pay increases and determining additional retention service credit in a reduction in force.

Note: Although group performance may have an impact on an employee's summary rating, a rating of record is assigned only to an individual, not to a group.

In an effective organization, rewards are used well. Rewarding means recognizing employees, individually and as members of groups, for their performance and acknowledging their contributions to the agency's mission. A basic principle of effective management is that all behavior is controlled by its consequences. Those consequences can and should be both formal and informal and both positive and negative.

Good performance is recognized without waiting for nominations for formal awards to be solicited. Recognition is an ongoing, natural part of day-to-day experience. A lot of the actions that reward good performance — like saying "Thank you" — don't require a specific regulatory authority. Nonetheless, awards regulations provide a broad range of forms that more formal rewards can take, such as cash, time off, and many non-monetary items. The regulations also cover a variety of contributions that can be rewarded, from suggestions to group accomplishments.

Managing Performance Effectively. In effective organizations, managers and employees have been practicing good performance management naturally all their lives, executing each key component process well. Goals are set and work is planned routinely. Progress toward those goals is measured and employees get feedback. High standards are set, but care is also taken to develop the skills needed to reach them. Formal and informal rewards are used to recognize the behavior and results that accomplish the mission. All five component processes working together and supporting each other achieve natural, effective performance management.

This therefore shows how motivation and performance go hand in hand in the achievement of organizational goals, thus they are interrelated business mechanisms.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This is an important section that shows the methods, the researcher will use to get the available information and answers to the research hypothesis and objectives. This section is significant to any researcher who might want to research about this specific topic or related information. It will outline the methods that was used, tools of analysis, and sources of information, research design, data processing, presentation methods, and data analysis, of which all the above will be necessary for perfect findings.

3.1 Research Design

The study engaged a combination of analytical and descriptive research designs, in order to find out if motivation plays an important role in improving employee performance. The study included both qualitative and quantitative research in that; findings were analyzed in an explanatory and descriptive form. This was because it entailed answering questions like what, discovering and reporting relations as well as presenting one's views. It is a non- intervention study as the researcher observed and analyzed the situation at hand.

More so the study will be conducted in the field using both random and simple random sampling and purposive techniques.

Simple random was used to ensure good and unique representation in order to avoid biasness of the researcher. More to the above the researcher used Purposive technique to access important people in the organization for example managers.

3.2 Study Population

The researcher used respondents like the managers, assistant managers, employees, supervisors, among others. This was because they will be directly responsible for the working conditions of the organization. The total target research population is 300.

3.4 Sampling Procedure.

The methods of Random and simple random sampling were used to collect the data. Simple random sampling were used because the researcher achieved a greater response rate and cooperation generated from the respondents thus making samples more accurate than if he used a big population.

3.5 Sample Size.

A non-probabilistic system of purposive sampling was used in this research study. This method was proposed by Sloven in 1973. According to this method of sample selection, a particular representative will be selected for entire population. This was one of the valuable methods of the sample selection and the aim of this method was to generalize the result of this research study for universe population by Solven formula /modal. According to this method, 40 customers and 10 staffs out of a total population 300 of the company have been selected from different locations to represent a large number of customers and staffs of the company. This questionnaire research method was used from 27th Dec 2011 to 5th May/2012 this was calculated as follows:

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

N= sample size n=study population e= ratio error

N= 300 n =? E= 0.1

$$n = \frac{300}{1 + (300 \times 0.01)}$$

$$n = \frac{300}{1 + (3)}$$

$$n = \frac{300}{4}$$

Therefore n=75

3.6 Data Collection Methods

Data was collected through both primary and secondary sources, and with the use of various research methods, namely; simple random sampling as already explained above.

3.7 Data Analysis

Under data analysis the researcher edited all the data from various questionnaires for accuracy and completeness of the information that was got. Data from various interviews was also undertaken in the same process, and then it was organized basing on various categories of respondents in the study.

3.8 Reliability and Validity of the Data

The reliability and validity of the data will be tested through in-depth interviews from various employees, supervisors, Managers and responses from questionnaires. The researcher compared the data that was got from the different responses. The researcher found out that it will be more less the same, thereby showed the coherence of the data. Thus the data collected was true and in line with the topic in discussion and the research hypothesis

CHAPTER FOUR

PRESENTATION, DISCUSSION AND ANALYSIS OF RESEARCH FINDINGS

4.0 introduction

This chapter presents the results of the study which was conducted on the role of motivation in improving employee performance. The findings of the study are presented and discussed, based on the objectives of the study. These objectives were to find out the different methods used by Organizations to motivate the employees, to assess the benefits of motivating employees, and finally to assess the relationship between motivation and employee performance.

The researcher distributed 75 questionnaires but collected back only 50, therefore 15 did not answer the questionnaire the respondents therefore are 50

4.1 Background Information

4.1.1 Age Respondents

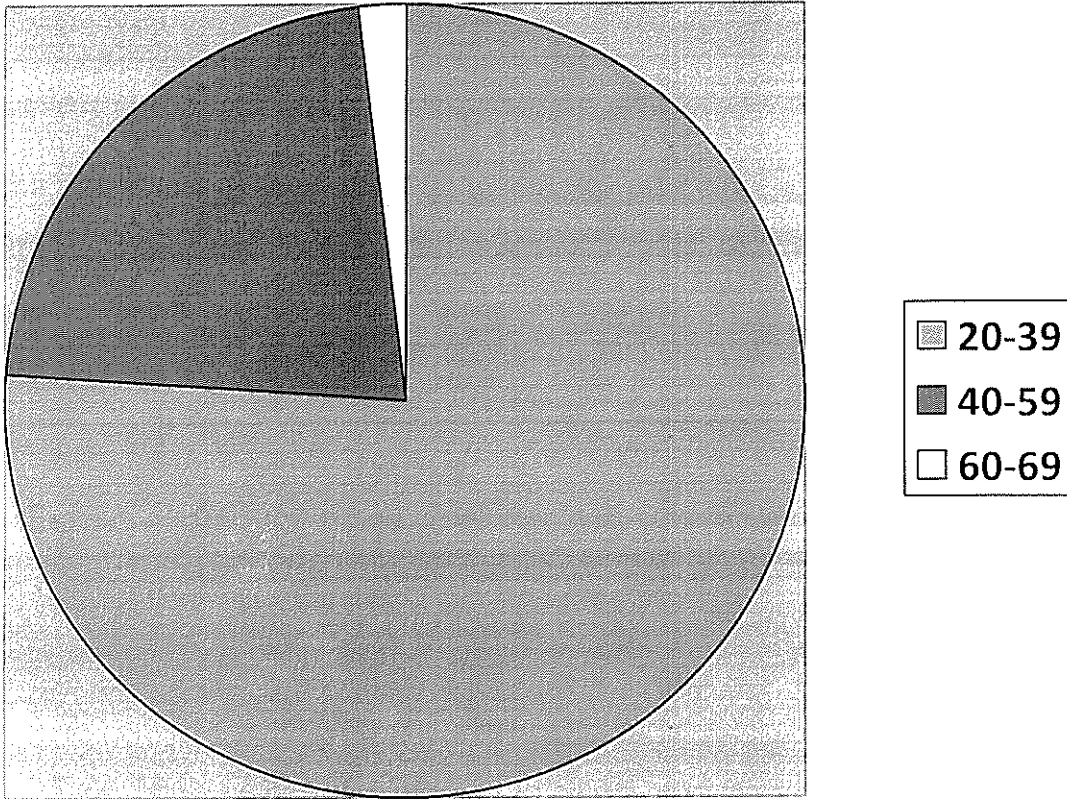
Table 1: Age of Respondents

Variable	Number of respondents	Percentages
20-39	38	76
40-59	11	22
60-69	1	2
TOTAL	50	100

Source: primary Data

Sample size: 50

Pie chart 1: Age of respondents



From the table above a total number of 50 respondents was interviewed. The age of these respondents was grouped into three age groups ranging from 20 to 69 years of age. Majority of the respondents were aged between 20 to 39 years of age as shown by the table. This age group was closely followed by those between 40 to 59 years of age contributing 22% of the total number of respondents. Lastly only 1 respondent was interviewed in the age group between 60-69 years and this was 2% of the total number respondents. On gender basis majority of respondents interviewed were male and accounted for 72% while their female counterparts accounted 28%

4.1.2 Gender of respondent

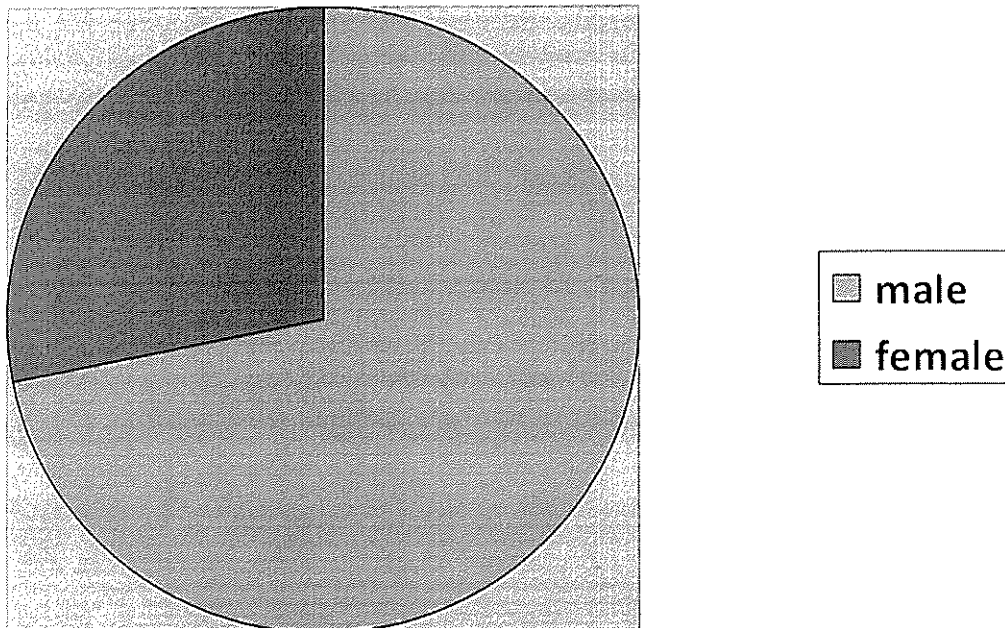
Table 2: The respondent's gender

Variable gender	Number of respondents	percentage
Male	36	72
Female	14	28
Total	50	100

Source: primary data

Sample size: 50

Pie chart 2: the respondents' gender



4.1.3 Education level of Respondents

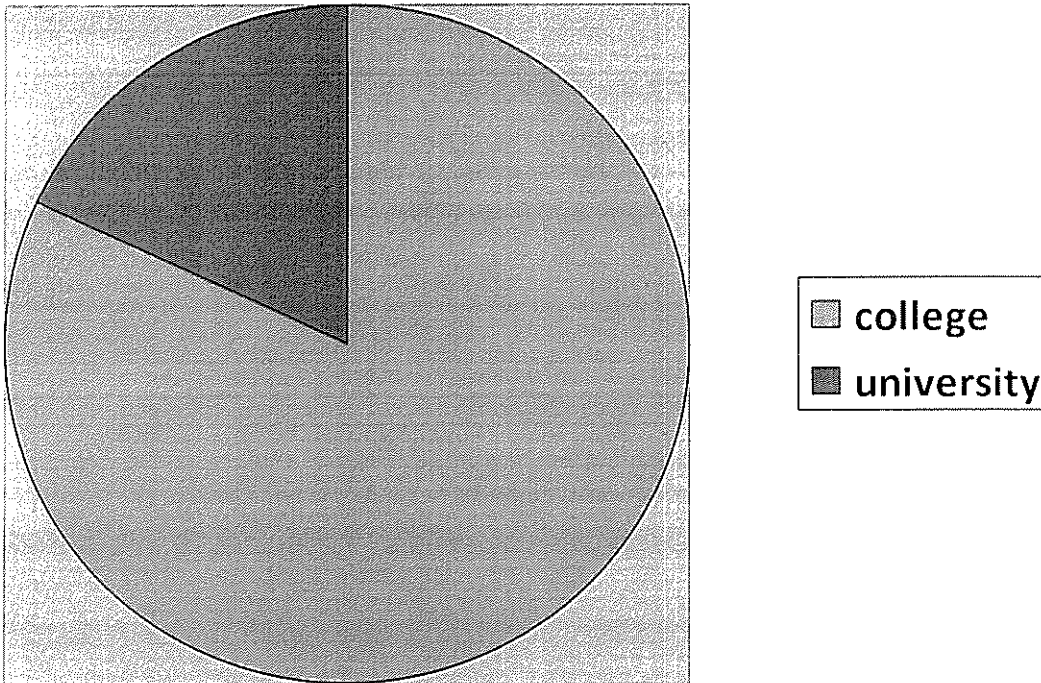
Table 3: Education level of respondents

Formal Education	Number of respondents	Percentage
College	41	82
University	9	18
Total	50	100

Source: Primary data

Sample size: 50

Pie chart 3: Education level of respondents



Referring to education level of respondents 82% studied up to college level, whereas 18% were formally educated up to university and therefore none of the respondents, did not go for formal education.

4.1.4 Position of Respondents at Wamuco motors

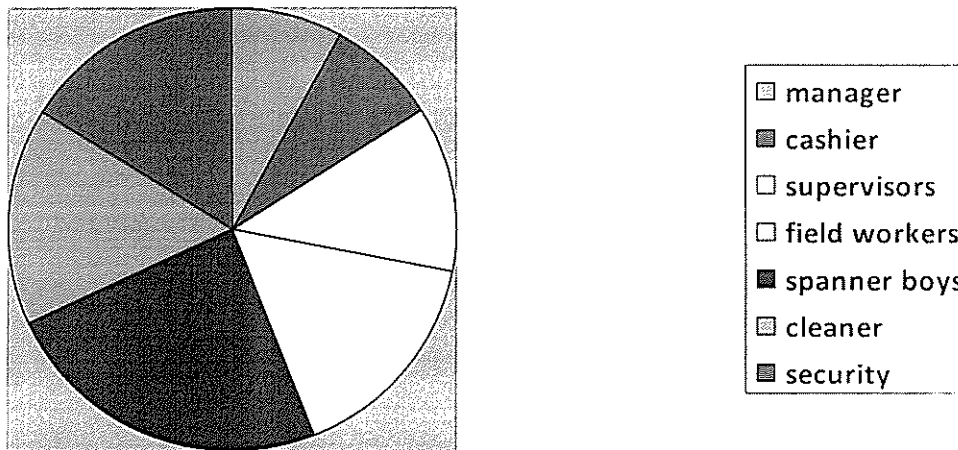
Table 4: Position of respondents

Position	Number of respondents	Percentage
Manager	4	8
Cashier/Accountants	4	8
Supervisors	6	12
Field workers	8	16
Spanner boys/ mechanic	12	24
Cleaner	8	16
Security	8	16
Total	50	100

Source: primary data

Sample size: 50

Pie chart 4: position of respondents



According to the table, majority of the respondents were occupied in the field of repairing as mechanics. 12 out of 50 respondents were spanner boys, 8 out of 50 respondents were field workers, cleaners and security guards (each), 6 out of 50 respondents are supervisors. where as 4 out of 50 respondents were managers and accountants (each).. Finally 1 out of 51 respondents was a volunteer of which this is not reflected in the table because it was voluntary work not an occupation.

4.1.5 Period worked by employees in the company

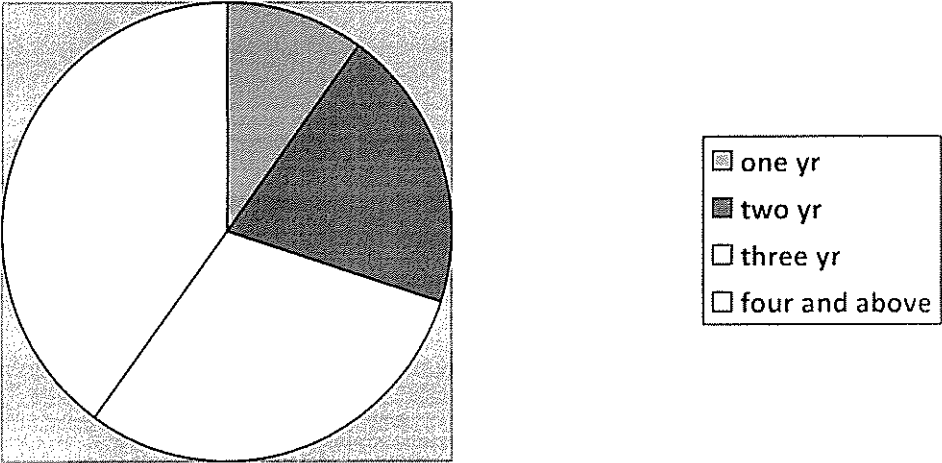
Table 5: Period worked by employees in the company

Period	Number of respondents	Rate of motivation in %
One year	10	10
Two years	15	20
Three years	20	30
Four years and above	5	40
Total	50	100

Source: primary data

Sample size: 50

Pie chart 5: period worked by employees in the company



The table shows the period worked by employees within the organization. For those that worked for the period of one year was 10 out of 50 respondents which made 10% and they were the least motivated. It was followed by those that have worked for the period of two years with 15 out 50 respondents having 20%. Those that worked for the period of three years were 20 out of 50 respondents having 30%. Finally those that worked for four years and above were 5 out of 50 respondents had a motivational rate of 40% and were with the highest percentage. Therefore according to the table, the workers who worked for four years and above were 5 which means that the company does not last its employees work for a long period of time. Thus the company motivates its long serving employees.

4.2 Different methods used by the organization to motivate employees.

Adequate and timely salary payments

Staff is paid a consolidated salary for the position to which they are appointed to on the approved salary scale. Employees are paid monthly by Cheque into their local bank accounts. Through the research carried out at the company, adequate pay was one of the motivating factors of the employees.

Adequate timely salary payments are motivating in a way that employees are never put in a position of delayed salary or claiming for salary arrears. This has encouraged employees to put in more effort in their work thus increased performance.

Free medical services

These are some of the basic needs of any human being. WAMUCO allows medical insurance for four appropriate people less than 21 years of age any employee declares as their dependant. This can only be done if these people are registered with the organization for medical care.

This has created a response to most of the employees. It has encouraged employees to put in more effort in their work thus increased performance.

Transport allowances.

From the interview with the Human Resource Manager and the employees, the researcher found out that the organization shall provide transport to employees on official duty outside their normal duty station.

The act of providing employees with transport motivates them, in that they do not spend a lot of money to go to different work stations. This enhances performance since no employee can give an excuse of not having transport on him or her because all expenses are catered for.

Training facilities.

The Authority encourages all staff to develop their capacity, enhance efficiency through in-service and institutional training for purposes of career development.

Promotion

According to the Human Resource Manger, employees are promoted depending on their qualifications, experience, abilities and skills. Employees who exhibit good performance have a higher chance of being promoted which is determined through performance evaluation.

Promotion at WAMUCO motivates employees to work harder leading to increased performance.

Meetings

The Human Resource Manager said that the meeting are conducted weekly and continued to say that these meetings are powerful tools used by the organization to motivate employees. The meetings are carried out at different levels.

Through the meetings, views, opinions, suggestions and complaints are handled. However, not all employees' issues are brought forward; some are ignored and never called up to hear the latter's grievances which sometimes de-motivates them. All in all meetings are good for every organization because they motivate employees since their views are analyzed and complaints evaluated and correct action is taken to deal with the past mistakes hence creating a link between employees and the management.

Leave

All employees of Wamuco are entitled to leave. Staff is expected to take their leave within the leave year. Employees are expected to have leaves that include; annual leave, maternity leave, compassionate leave, and sick leave.

The leave that an employee gets does not only motivate him but also he gets time to carry out his personal work without the pressure from work.

De-motivating factors

These are factors that oppose the employees' willingness to exhibit commitment towards their work. The researcher noted a number of de-motivating factors as mentioned by the respondents from the interviews and questionnaires filled by the employees of WAMUCO. The de-motivating factors include; poor decision making, inadequate pay, work overload and static incentives.

Inadequate pay

Through the findings from the research carried out at WAMUCO, inadequate pay was one of the de-motivating factors to some employees. As stated by Maslow that man as a wanting animal never gets satisfied with payments, therefore the findings tally with the theory. The respondents especially the lower staff commented that in relations to the effort they attach to the company's activities, there's a need to improve on the pay as a reward for their efforts. One of the employees opted to leave the organization for greener pastures.

Poor decision making

According to the research carried out, employees complained that management does not consider most of their views about certain issues relating to the organization. Participation of employees in decision-making is an important aspect in any organization if it is to achieve its intended goals. The act of rejecting and minimizing employee opinions de-motivates them leading to poor performance and low productivity.

Work overload

By using the observation and interview methods the researcher was able to know that employees are over worked. Some of the employees for example commented that they had a lot of assignments to work on and had no time to answer the questionnaire the researcher had provided to them. This is a great de-motivating factor to the employees that leads to loss of moral resulting into poor performance and low productivity since the employees do not have enough time to rest.

4.3 Respondent's knowledge about motivation

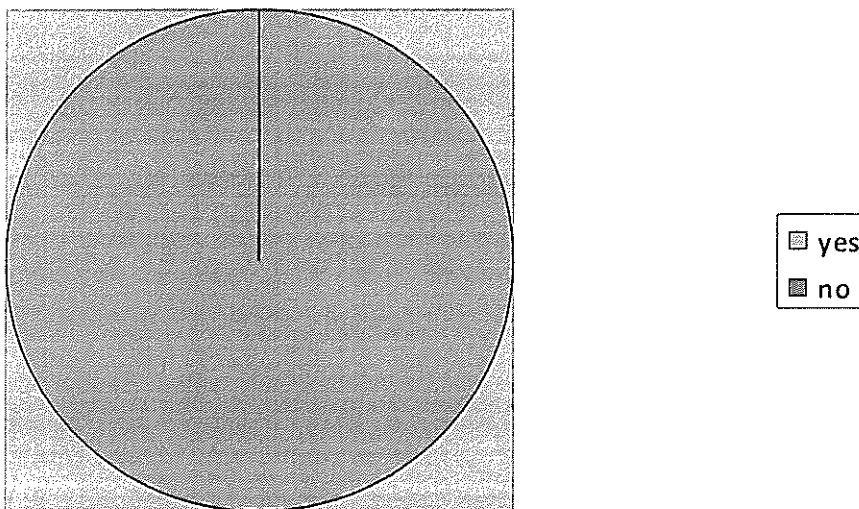
Table 6: Knowledge of respondents about motivation

Variable knowledge	Number of respondents	Percentage
Yes	50	100%
No	0	0
Total	50	100%

Source: primary data

Sample size: 50

Pie chart 6: Knowledge of respondents about motivation



The researcher noted that all the 50 respondents were well versed or knowledgeable about the facts of motivation. They could tell the causes of poor motivation, how it is poorly done and how it has an impact on the organization's output at large.

One respondent reported that motivation is a very big problem because workers always lose morale, which made the results to be poor. Thus all the results the researcher got show that all the workers had limited information about motivation.

However, it is important to note that, where as there are some variances in the knowledge of respondents' about motivation as will be seen later. The researcher asked about the effects of motivation on the firm's output, 10 respondents said the firm's output always in the past years has been affected due to poor motivation, for instance, overworking, poor rent pay as well as poor relation with co-workers. Thus in summary most of the workers say they were not happy with what was taking place in the organization.

According to the respondents, the researcher discovered that most of the respondents got to know about motivation because they because they were affected by it. Most of them had lost their jobs/demoted which made the whole organizational setup to be scourged.

4.7 causes of poor motivation

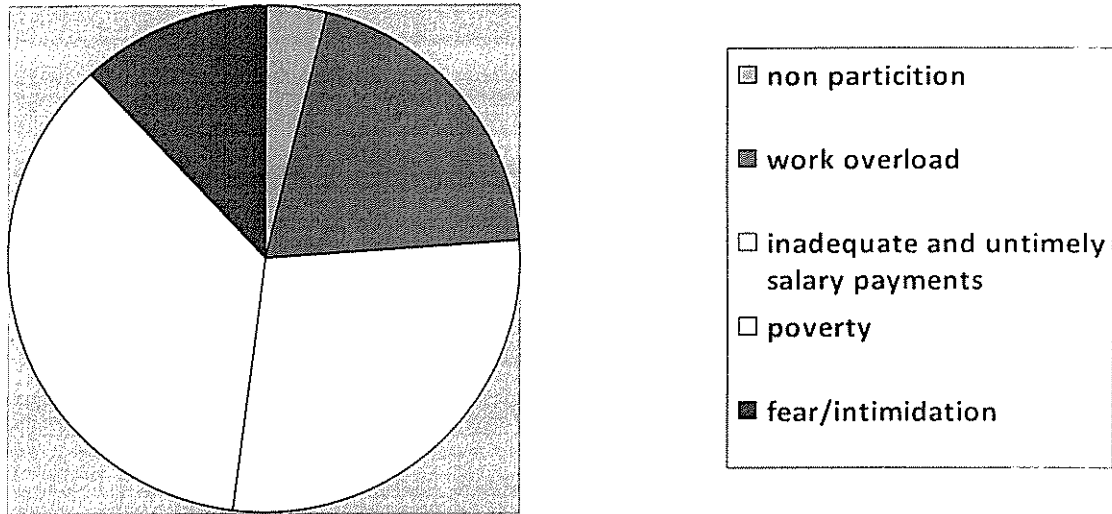
Table 7: Causes of Poor Motivation

Variable causes	Number of respondents	Percentage
Non participation in decision making	2	4
Work overload	10	20
In adequate and untimely salary payments	14	28
Poverty	18	36
Fear/intimidation	6	12
Total	50	100

Source: Primary Data

Sample size: 50

Pie chart 7: causes of poor motivation



When asked about the main causes of poor motivation 36% of the total respondents cited that it was poverty. These insisted that some workers due to their back ground are poor and because of that they are willing to take up anything that will generate income even under the worst working conditions. And therefore management does not take initiative to motivate such people accordingly and thus takes advantage of the situation.

28% of the total respondents cited that the main cause of poor motivation in the organization is inadequate and untimely salary payments. These insisted that, due to the fact most of the top men in the organizational structure were not in control of financial situation of the company and in so doing employees were paid less and not on time thus de-motivated. 10 out of the total respondents insisted that the main cause of poor motivation was work overload. These went on to say that workers have a lot of tasks and are paid less for such work. they are exploited because they do not understand their rights as workers and therefore in most cases they are not motivated fairly yet it is their constitutional right to be motivated.

Some respondents argued that the main cause of poor motivation was fear and intimidation. This left many workers helpless and in so doing they had to withstand the poorly motivated working conditions since they feared to complain to their superiors.

Some respondents said that the main cause of poor motivation was ignorance which results into poor working conditions.

The researcher observed that only these five factors were cited among the main causes of poor motivation within Wamuco motors limited. However, other factors were mentioned though not as major ones.

One of the other factors mentioned by the respondents was unemployment, which does exist within the country, this renders employees to work under poorly motivated conditions for fear of losing their jobs since the level of unemployment is high in the country and there are more people looking for jobs at whatever cost. And as such they end up being exploited by their employers.

Other respondents aired the view that the youth and fresh graduates in the period of job hunting, they do not mind about the motivation of the job. One respondent quoted the youth as saying, "ensi yalero kukola nyo" literally meaning that one is supposed to work hard without bothering about the working conditions of the nature of the nature of the job in the world today.

Lack of proper qualifications was another factor raised, because in most cases when the youth are being employed in an organization, most of them are school drop outs and in so doing they are competing for the same job as the graduates, forcing the graduates to succumb to the poorly motivated working conditions since their competitors are willing to take up anything.

Lastly another issue that has attributed to the continued poorly motivated working conditions in most organizations is the poor government policy together with high population increase in the country. Some respondents also felt that it was the duty of the government to ensure that employers do not cheat them, however in most cases the government is concerned at all. Some respondents went on and cited that the ministry of gender and labor is responsible for the working conditions of all laborers within the country.

4.7.1 the most affected group of employees by poor motivation within the organization.

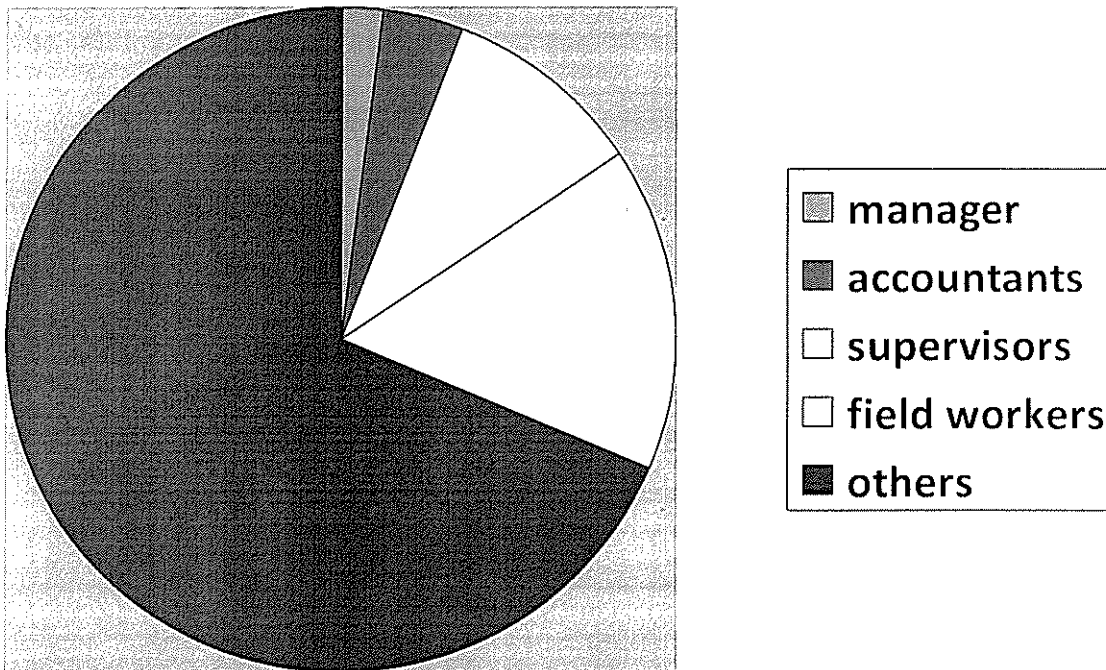
Table 8: Most affected group of employees by poor motivation

Position	Frequency	Percentage
Manager	0	0
Accountants	2	4
Supervisor	5	10
Field workers	8	16
Other workers	35	70
Total	50	100

Source: Primary Data

Sample size: 50

Pie chat 8: most affected group of employees by poor motivation in percentage



When the researcher asked the respondents about which group was mostly affected by poorly motivated working conditions, several groups were mentioned. 70% of the total respondents agreed that the cleaners, security guards and spanner boys (mechanics) was the most affected group employees by poorly motivated working conditions in the organization. Several respondents argued that they pay them less yet they are the ones who work for long hours and on top of that they do not have a clear job description. In so doing they work routines that are not meant to be theirs such as office messengers among others.

8 out of the total respondents felt it was also a big challenge for the field workers, in that they had to move around collecting and distributing invoices for the whole day under both good and bad weather conditions, some use their own cars but they are not catered for the fuel they use while on duty.

5 out of the total respondents argued that the supervisors were also affected by the poorly motivated working conditions since every supervisor has too much work load as if that is not enough they also have to oversee the whole operation of the organization which partly explains why they are the department that is lagging behind when it comes to routines.

2 out of the total respondents said that also the accountants were affected by the poorly motivated working conditions. These argued that they had too much workload that came from the other departments of the organization. And thus they felt they were poorly paid for such kind of work load and hence they were poorly motivated.

Finally, all respondents said that the poorly motivated working conditions, in most cases was a concern of the supervisors and their co-workers because they are the ones in the operational department of the organization since they work under poor conditions.

4.7.2 Effects of motivation on the firm's operations in various departments

Table 9: Effects of motivation on the firm's operations in various departments

Variable activities	Frequency	Percentages
Transport	8	16
Estate	27	54
Marketing	10	20
Finance	5	10
Total	50	100

Source: Primary Data

Sample size: 50

Pie chart 9: Effects of motivation on the firm's operations in various departments

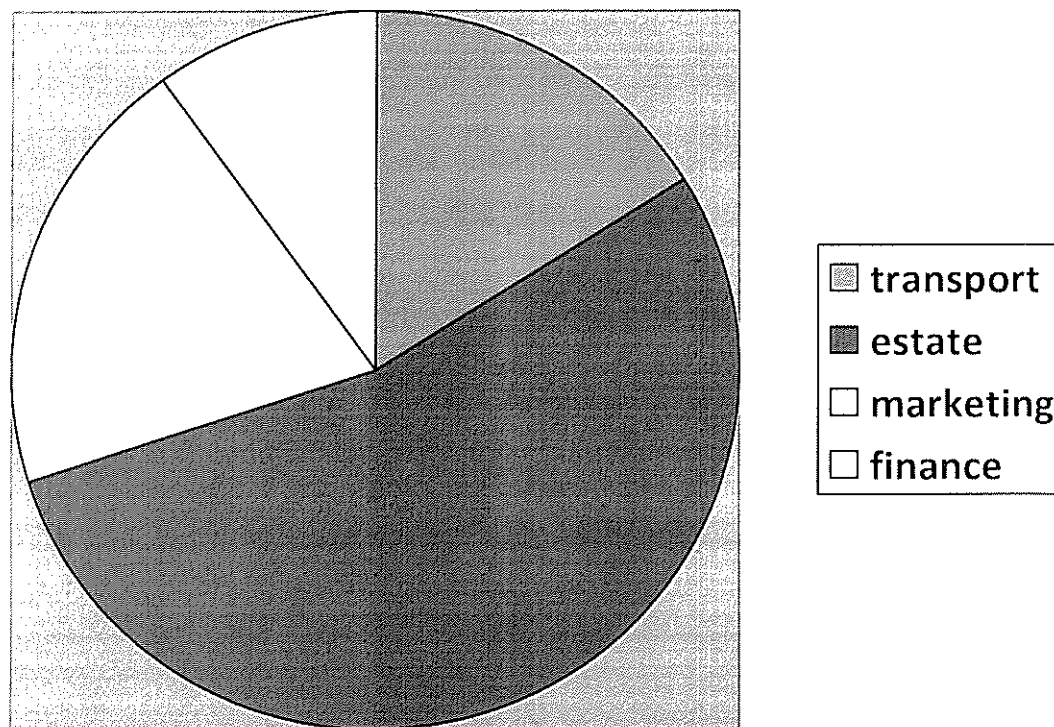


Table 9 reveal that most of the respondents interviewed (27) were of the view that the estates workers such as cleaners, security guards and spanner boys (mechanics) as the most affected department by the scourge of poor motivation within the organization. Many of them attribute it to the fact that it was the biggest group of people within the firm that could work to the highest level but the level of motivation in form of bonus, overtime together with all other factors necessary to motivate employees were poorly done. This was observed by the researcher during the research.

10 out of the total respondents were of the view that the marketing departments were the most affected areas. This is because motivation dramatically affects the labor under their department which leads to low profits or at times eventually leads to losses within the firm. Further findings from the research showed that poor motivation weakens the firm's profits: maximization by squeezing its final output, adding costs, diverting productive workers and depleting their skills. Also as the impact of motivation on the workers performance grows more sever, market demand for products and service can fall. The epidemic hits of motivation and productivity within an organization increases. This occurs with comparative studies of different firm within the country have shown that motivation can account for as much as 25% to 54% of the company's profit maximization.

From the study, the respondents aired the view that motivation affects the transport department too. They said a decline in proper motivation is one way of the most visible effects of any firm's collapse. The researcher said, this was unfortunate because its self had effects towards the workers as a good basic transport ranks among the most effective and cost-effective means preventing poor motivation, as the minister of transport engineer John Nasasira said. "without transport, poor motivation within the firms will continue its rampant spread in different organizations. With the motivation out of control, transport sector will be out of reach." Few drivers, turn boy participate perfect because due to over working, they finally found themselves in higher risks like accidents which result into the organization fall.

In other words, motivation does not only affect workers but also the managers at large. Managers are always on tension due to high risk made which also causes abundant losses day to day. One respondent said, "Do you expect someone to participate accurately when the rate of pay is low

and when at work there is day off at all.” This in line with the study of traffic in the new vision, it was found out that 19% of the drivers are paid less as well as over working which results into persistent accidents.

A few respondents were of a view that motivation has affected the finance department of the firm. This was because finance department has got different levels like marketing and accounting. One respondent under the marketing department said one day, they quarreled with the marketing manager of later shows automatically a fall in the organizations’ activities. Accounts respondents also aired their concerns about the fact that they had few morale towards work which results into a lot of mistakes in the time.

At the same time, as the demand for the products increases or expands, workers or professionals are put without pure motivation of the workers. Since it ensures they have to work hand in hand. This report shows that 6-8 employees participate when they are motivated.

All respondents to the effects of motivation, they said that poor motivation affects always the firms\organizations growth through its adverse effects on the company’s profitability. It was however said that although no part of the workers is not affected by motivation. It is often said that most vulnerable to workers participation are most severe.

The research also reveals there was a decrease in workers performance which results in low output. Respondents said members of the organization had to put more effort through negotiating with the employers in order to increase on the firms final output. These concerns with three firms, fruits of the Nile and Zigot coffee industry that calculated that motivation will not only reserve progress in output, but also increase the percentage of workers living in poor working conditions from lower percentage to the higher one.

The researcher reveals that failing the worker’s income and standards of living forces many of them to reduce on their expenses especially where due to poor pay people can’t afford then yet everything in our country is one slightly an increase in the market most especially also in luxuries and food.

Respondents also raised the fact that our country, due to poor government policies of not being concerned about the workers together with employment situations, most of the workers together

with employment do not concern with motivation basing on also the fact or fear of losing their jobs so they end up working in poor conditions or being exploited by employers.

4.4 Ways of improving motivation

The research findings reveal that all respondents (9 out 50) reorganized the effects that WAMUCO and other stake holders were putting to improvement the motivation process. They however, had diverging views as far as effective of these interactions are concerned. The major concern here was that conditions but their effort in most cases does not track down to most industries preferably those having a lot of employees. One respondent said that a lot of programs have been put forward even in their organization but practically it has failed to operate.

There was a lot of concern about the increasing corruption while workers are dying and suffering. Many of the respondents cited AGOA sugar wondering how human beings can be so inhuman. One respondent posed a question, how can someone comfortably enrich himself with money that is supposed to be paid to others and let them suffer.

It also revealed that studies had been conducted on the impact of motivation. Youths were advised to create their own new jobs due to the scarcity of jobs which seem to have brought poor motivation with most organizations of the firm. This was done through organizing conferences where they could acquire the necessary skills and knowledge.

This is an effort to prevent them from being exploited by the employer who doesn't mind about the working conditions of their employees.

They further aired their concern that this should be done with the help of government by monitoring the firm's operation status whether it favors the employees. Most of the respondents felt that the motivation techniques have not been followed by industries within the country.

CHAPTER FIVE

CONCLUSION AND RECOMENDATION

5.0 introduction

This chapter presents the researchers recommendations and brief summary

5.1 conclusion

From the research findings, though a lot of research has been carried out on the effects of motivation on workers performance, its final output as well as its organizational profitability, there is need to carry out more research on its effects on employment productivity, profits and investments as well as employees well being in both private and government sectors.

The research also recommends that the efforts made in fighting the epidemic of poor working conditions within the industries is still low. It's only by times, targets both employees and employers relationship such that they are addressed effectively as an effort to reduce risk and vulnerability of workers. A better understanding of how to enhance both employer- employee relationships is still needed however.

More policies should be formulated so as to have more promising good working conditions as well as better relationship for example ministry of labor and gender should always involve in the monitoring of various firms to enhance their effectiveness. The researcher feels that since this ministry was put forward by the government in order to help the employees they should work hand in hand with the private firms but not only the public ones.

5.2 recommendation

The role of motivation in influencing employee performance cannot be over emphasized. It is important that any organization put a lot of effort studying and obtaining solutions to issues relating to motivation of its employees.

Chapter four has shown that Wamuco motors motivation strategies has some weaknesses which need to be addressed. It is through this chapter that the researcher puts forward a number of recommendations and conclusions on how to handle the weaknesses in relation to motivation.

Some of the recommendations were given by the employees in the questionnaires and interviews carried out by the researcher, other recommendations were given by the researcher from her own perspective of what motivation on employee should be.

Decision-making

The top management should devise means for lower staff to participate in decision-making delegate and empower them to do some of the activities that some of the top managers do. This will create a sense of belonging to the employees. In relation to that, involvement of employees in decision-making will build trust between management and workers and increase the level of commitment and loyalty towards the organization thus leading to improved performance.

Work load

The human resource manager should put in place good and well designed job descriptions and specification. These two documents spell out the kind and type of work each employee is expected to carry out. With these documents, problems of work delays and overloads are avoided.

Entitlement

Entitlement for example welfare, incentives/benefits and leave should be worked upon by the human resource manager to make sure that whatever everyone gets is suitable and relatively equal to the rest not leaving a big gap between the high ranked employees and the low ranked employees.

Cooperation

Managers and their subordinates should develop the spirit of cooperation, learn to say "thank you" to each other because it induces them to work an extra mile. In addition the management

should consolidate the achievements attained from the junior employees who contribute 80% of the input in reference to the majority.

As one respondent noted that poor motivation respects no boundaries, whether male or female it may render a previously hard working person into a less performing one within an industry.

The researcher recommended that all the employees and employers should work together towards a common goal of serving the whole population without discrimination. For instance, the whole poor, rich, educated as well as the illiterate provided they are workers all need to be catered for clearly about the benefit of motivation.

However, the researcher recognized that these are not the only recommendations to successful motivation, but other writers should come up with a variety of theories which will guide them in giving a better image of motivation.

The impact of motivation on the different industries is very severe but has not been quantified. The tendency of government to leave private firms to act as they wish is also very rampant. From the findings at WAMUCO motors, employers need to largely be concerned with workers' conditions, with more emphasis put on their health which looks to be the main reason for their performance.

Recommendations for further research

The researcher recommends the following topics to be studied further

- 1) Why employers do not want to motivate employees even when they work hard or not
- 2) The disadvantages of motivating employees in an organization
- 3) When and who should carry out motivation exercise in the organization

REFERENCES

- Adams, J. S. (1965). Inequity in social exchange. In L. Berkowitz (ed.), *Advances in experimental social psychology*. New York: Academic Press.
- Bedeian, A. G. (1993). *Management* (3rd ed.). New York: Dryden Press.
- Bowen, B. E., & Radhakrishna, R. B. (1991). Job satisfaction of agricultural education faculty: A constant phenomena. *Journal of Agricultural Education*, 32 (2). 16-22.
- Buford, J. A., Jr., Bedeian, A. G., & Lindner, J. R. (1995). *Management in Extension* (3rd ed.). Columbus, Ohio: Ohio State University Extension.
- Buford, J. A., Jr. (1990). Extension management in the information age. *Journal of Extension*, 28 (1).
- Buford, J. A., Jr. (1993). Be your own boss. *Journal of Extension*, 31 (1).
- Chesney, C. E. (1992). Work force 2000: is Extension agriculture ready? *Journal of Extension*, 30 (2).
- Dickson, W. J. (1973). Hawthorne experiments. In C. Heyel (ed.), *The encyclopedia of management*, 2nd ed. (pp. 298-302). New York: Van Nostrand Reinhold.
- Harpaz, I. (1990). The importance of work goals: an international perspective. *Journal of International Business Studies*, 21. 75-93.
- Herzberg, F., Mausner, B., & Snyderman, B. B. (1959). *The motivation to work*. New York: John Wiley & Sons.
- Higgins, J. M. (1994). *The management challenge* (2nd ed.). New York: Macmillan.
- Kovach, K. A. (1987). What motivates employees? Workers and supervisors give different answers. *Business Horizons*, 30. 58-65.

Kreitner, R. (1995). *Management* (6th ed.). Boston: Houghton Mifflin Company.

Maslow, A. H. (1943). A theory of human motivation. *Psychological Review*, July 1943. 370-396.

Skinner, B. F. (1953). *Science and Human Behavior*. New York: Free Press.

Smith, G. P. (1994). Motivation. In W. Tracey (ed.), *Human resources management and development handbook* (2nd ed.).

Smith, K. L. (1990). The future of leaders in Extension. *Journal of Extension*, 28 (1).

Kelleher, B. (2010). Louder Than Words: 10 Practical Employee Engagement Steps That Drive Results. Portland, Ore.: BLKB publishing, pages 46-47.

Terpstra, D. E. (1979). Theories of motivation: borrowing the best. *Personnel Journal*, 58. 376.

Vroom, V. H. (1964). *Work and motivation*. New York: Wiley.

APPENDIX I: RESEARCH INSTRUMENTS

A) Questionnaire.

I Apio Lucy a student of Kampala International University pursuing a Bachelor's degree in Human Resource Management

I am conducting an academic research on the topic; the role of motivation in improving employee performance. The information provided shall be kept confidential. I kindly request you to fill this questionnaire.

1. Names (Fill in)

.....
.....

2. Gender (please tick)

Male

Female

3. Age group (tick)

20-29

30-39

40-49

50-59

60-69

4. Education level (tick)

Primary

Secondary

College

University

5. What is your position in the organization? (Fill in)

.....
.....

6. What are your duties and responsibilities in this organization? (Fill in)

.....
.....

7. For how long have you been working with this organization? (Tick)

One year

Two years

Three years

Four years and above

8. How do you feel about your job? (Fill in)

.....
.....

9. What is your knowledge about motivation? (Fill in)

.....
.....

10. Compared to the previous year, how you feel about your job? (Tick)

Good

Better

Best

Bad

Worse

Worst

11. As an employee are you satisfied with your job?

a) If yes what has led to your satisfaction? (Fill in)

.....
.....

b) If no, what has led to your dissatisfaction? (Fill in)

.....
.....

12. Does your organization motivate employees? If yes how? (Fill in)

.....

13. What do you think are the causes of poor motivation in your organization? (Fill in)

.....
.....

14. Does being motivated have an impact on your performance as an employee? (Tick)



Yes

No

14. What are your suggestions in improving employee motivation in your organization? (Fill in)

.....
.....

15. What kind of benefits are given to you by the organization? (Fill in)

.....
.....

16. Does management face problems as regards to your performance? If yes, state? (Fill in)

.....

17. As an employee, do you have problems that hinder your performance? (Tick)

Yes

No

18. Do you intend to abandon this organization in the future? (Tick)

Yes

No

b) If yes, is it because of poor motivation? (Tick)

Yes

No

19. Which group of employees is most affected by poor motivation? (Name)

.....
.....

Thank you for your participation in this research.

B) Interview Guide

Interview guide for employer's /staff.

1. What challenges employers face as they motivate employees?
2. How can challenges of motivation overcome?
3. What is your opinion about employee motivation?
4. What kind of motivation do you offer to your employees?
5. Do you receive feedback from your employees as far as motivation is concerned?
6. How often do you receive feedback from your employees concerning motivation?

APPENDIX II: TIME FRAME

No	Activity	Date
1	Search for the topic	20 th June
2	Selection of the topic	22 nd August
3	Search for the supervisor	30 th August
4	Approval of the topic by the supervisor	31 th August
5	Typing of the proposal	2-3 th September
6	Presentation of the proposal for corrections	3 rd September
7	Correction of the proposal by the supervisor	4 th September
8	Typing of corrected work	5 th September
8	Collection of the final proposal	6 th September

APPENDIX III: STUDY BUDGET

Item/activity	Amount in UGX
Flash disk of 2gb	30,000
Transport	80,000
Typing	40,000
Printing of colored copy	5,6000
Printing of black and white 2 copies	10,000
Binding of two copies black and white	14,000
Binding of the colored copy	1000
Re-writeable CD	7000
Lunch	100,000
Ruled papers	3000
Internet	1000
Pens	5000
Total amount	380,000