

Motivation and employees' performance in Local Governments in Uganda; A case study of Kabalore District local Government

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ABSTRACT

This research assessed the impacts of motivation on employees' performance in Kabalore district local government in Uganda. The researcher used a cross sectional research design. A sample size of 64 respondents was studied; the researcher used purposive and simple random sampling techniques to select the sample size. Questionnaire and interview guide were the basic research instrument of data collection that were employed. The collected data was edited coded and entered in excel for analysis. The researcher found out that rewards had a positive impact on the employees' performance at Kabalore district local government. Promotions had significant effect on employees' performance at Kabalore district local government. Also, promotions largely had a positive effect on employees' performance at Kabalore district local government. Finally, the researcher found out that motivation had a positive relationship on the employees' performance at Kabalore district local government. Based on the study findings, recommendations were drafted thus; that the management of Kabalore district local government should always reward their well performing employees to encourage them to work harder and perform better. The study found out that motivation had a positive relationship on the employees' performance at Kabalore district local government; therefore more motivation schemes should be put on board by the management to improve the employees' performance.

Keywords: Motivation, Employees, performance, Local Governments, Uganda and Kabalore District.

INTRODUCTION

[1], defines motivation as the stimulation of action towards a goal, whether the stimulus is conscious or unconscious. Motivation theory examines the process of motivation, it explains why people at work behave in the way they do in terms of their efforts and directions they are taking. Historically, the term motivation is derived from the Latin word 'movere' which means to move [2-3] describes motivation as giving people incentives that cause them to act in desired ways. Motivation has also been described as the process of arousing and sustaining goal-directed behavior [4-5] investigated that there is positive relationship between motivation and performance in Khyber

Pakhtoonkhawa Province of Pakistan. They stated that if motivation is done to an employee then there is a huge change in their employee performance. The study conducted to check the relationship between rewards and employee's performance schools of Pakistan. They use these variables employees' performance, job description, extrinsic reward, intrinsic reward, gender discrimination, and environment; recondition techniques, and performance bonus. The results revealed that there is a direct relation between motivation and employee's performance [6] Empirical studies in Africa revealed that employees believe that nature of work and motivation in local government highly

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influences their level of performance [7] This implies that the management must ensure that motivation in local government is done fairly to encourage employees who have consistently performed. A further finding reveals that opportunity for advancement and sense of responsibility has effect on performance. Appreciated for work done, salary, working conditions, how well superiors relate with subordinates and relationships with peers has greater effects on employees' performance [8]

In Uganda, Staff motivation in local government improves level of efficiency and employee turnover. The level of subordinate or employee motivation standards does not only depend upon his

Aim of the study

The aim of this research was to assess the impact of motivation on employees'

Samanya and Komuhendo qualifications and abilities. Which best of his work performance, the gap between ability and willingness has to be filled which helps in improving the level of performance of subordinates does. This will result into increase in productivity, reducing cost of operations and improving overall efficiency [9] Motivation of employees at district level leads to achievement of the set goals. The goals of each departments can be achieved only when the following factors take place; there is best possible utilization the resources, there is a cooperative work environment the employees goal- directed and cooperation takes place simultaneously which can be effectively done through employee motivation [10].

performance in Kabalore district local government.

Objectives of the study

- i. To find out the effect of rewards on employee`s performance in Kabalore district local government.
- ii. To find out the effect of promotion on employee`s performance in Kabalore district local government.
- iii. To establish the relationship between motivation and employee`s performance in Kabalore district local government.

Research questions

- i. What is the effect of rewards on employee`s performance in Kabalore district local government?
- ii. What is the effect of promotion on employee`s performance in Kabalore district local government?
- iii. What is the relationship between motivation and employee`s performance in Kabalore district local government?

Scope of the study

The study was conducted in Kabalore district local government in Kabalore district in Uganda.

METHODOLOGY

Research design

The researcher used Cross-sectional survey to select samples to analyze and discover their occurrences. Qualitative and quantitative approaches was also used

Population size

Many employees including political and civil servants at Kabalore District Local Government was used. The research studied a total population of 69 respondents as shown in the table below.

Table 1

Category	Study population
Civil servants	56
Politicians/District council	13
Total	69

Source: Primary data

Study sample size

The research used Yamane, (1967) formula for sample size determination and a 95% confidence level the sample for each

category was drawn as shown in the table below.

Table 2

Category	Sample size	Sampling procedure
Civil servants	53	Purposive sampling & Simple random sampling
Politicians/District council	11	Purposive sampling
Total	64	

Source: Primary data

Therefore; the researcher studied a

sample size of 64 respondents.

Sampling methods

Simple random sampling

This method was used in selection of the civil servants at Kabalore District Local Government. This was because the researcher sought to ensure that each

member of the target population had equal chances of being selected or included in the sample of the study.

Research instrument

The basic research instrument of data collection were questionnaire and interview guide.

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Questionnaires

A set of self-administered questionnaires was given to the selected respondents. The questionnaires made up of closed ended questions. The questionnaires enabled the

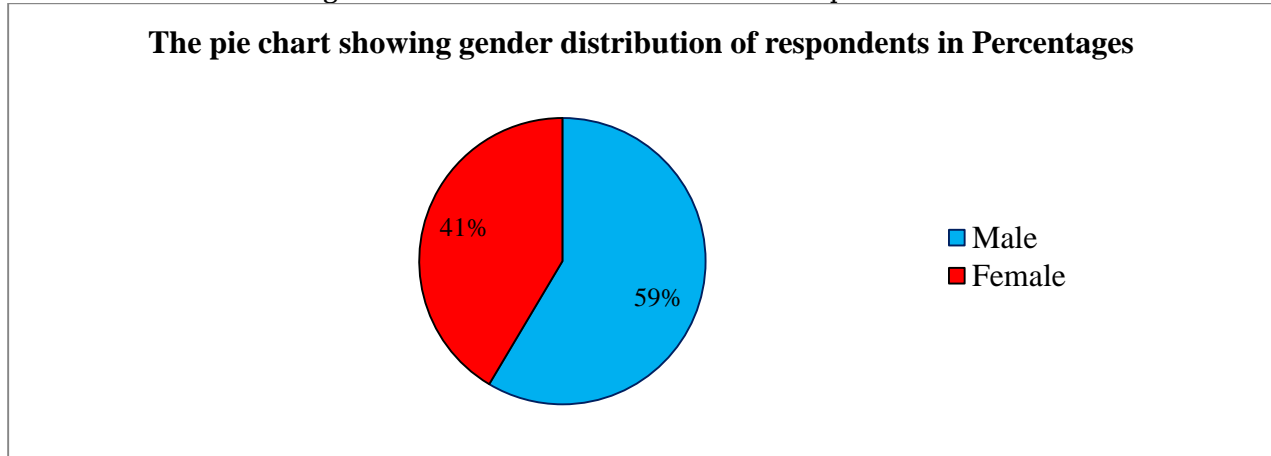
researcher to get more information on the effect of motivation on employee performance in Kabalore District Local Government.

Interview guide

There was an oral interaction with a few respondents in the field and the research was guided by the present questions

depending on the purpose, objectives and research questions of the study. It was face to encounter with the respondents.

Data presentation and Analysis
Figure 1: Gender distribution of the respondents



Source: Primary data

The figure above showed that majority (i.e. 59) of the respondents were male and only 41% were female.

Table 3: Age distribution of the respondents

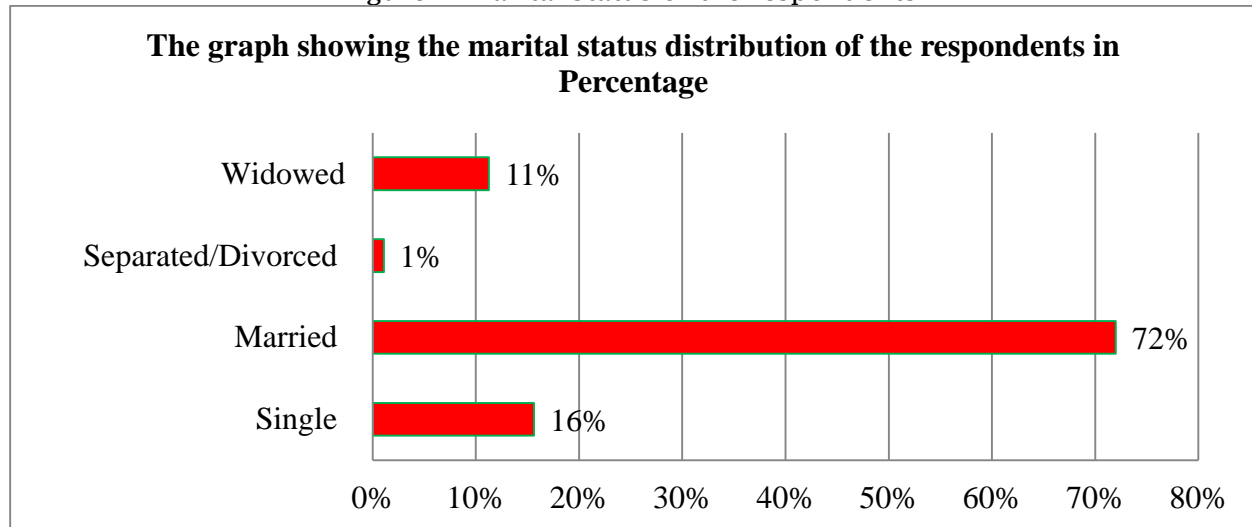
Response	Frequency	Percentage
20-30 Years	11	17%
31-40 Years	24	38%
41-50 Years	16	25%
51-60 Years	9	12%
Over 60 years	4	7%
Total	64	100%

Source: Primary data

From the results in the table above, most of the respondents (38%) were in the age group of 31-40years; 25% were in 41-50

years; 17% were in 20-30 years; 12% were in 51-60 years and finally, 7% were above 60years.

Figure 2: Marital status of the respondents



Source: Primary data

The figure above showed that most of the respondents (72%) were married; 16% were

single; 11% were widowed and only 1% had separated/divorced.

Table: 4 Level of education of the respondents

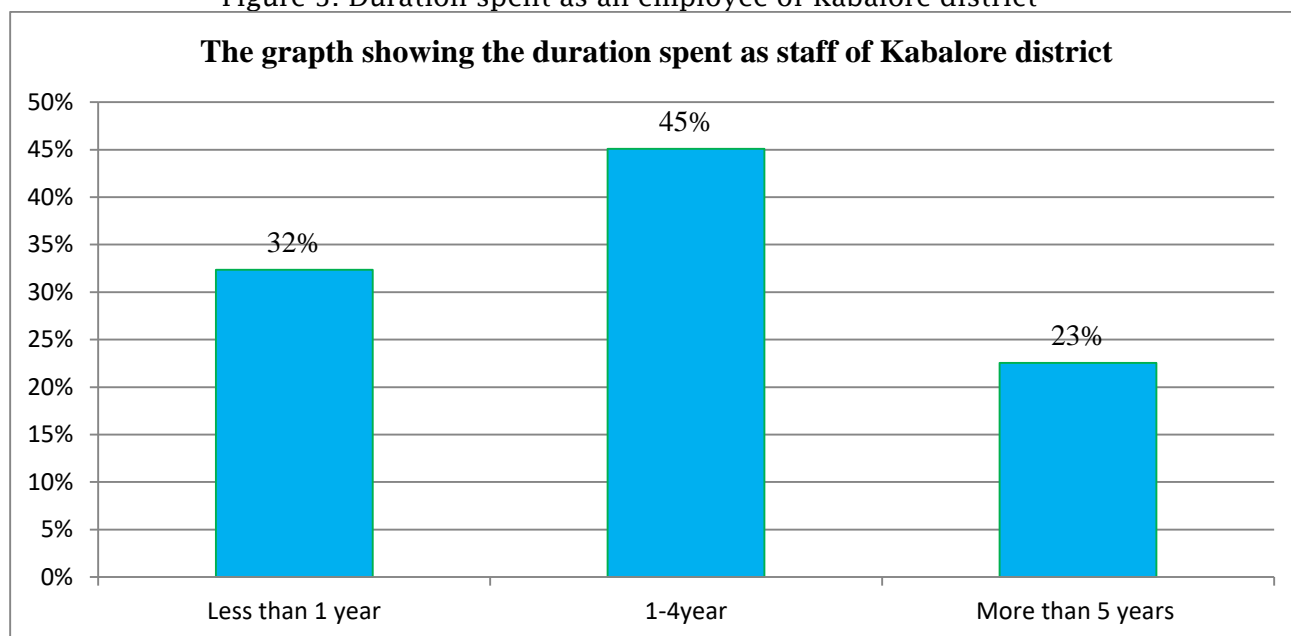
Response	Frequency	Percentage
Certificate	12	19%
Diploma	15	24%
Bachelors	27	44%
Masters & PhD	9	14%
Total	64	100%

Source: *Primary data*

Findings in the table above showed that most of the respondents (44%) were Bachelor degree holders; 24% were of

diploma; 19% were of certificate, and finally 14% had masters & PhD.

Figure 3: Duration spent as an employee of Kabalore district



Source: *Primary data*

Responses in the figure above showed that most of the respondents (45%) had spent duration of 1-4 years as a staff of Kabalore district; 32% had spent a period of less

than 1 year and only 23% had spent duration of more than 5 years as staffs of Kabalore district.

The impact of rewards on employees' performance at Kabalore district local government

Table 5: Does Kabalore district local government give rewards to employees?

Response	Frequency	Percentage
Yes	41	64%
No	19	30%
I do not know	4	6%
Total	64	100%

Source: *Primary data*

The results in the table above showed that most of the respondents accepted that the employees were given rewards; 30%

responded that employees were not given gifts; and 6% of the respondents did not know.

Table 6: Rewards given to the employees of Kabalore district local government

Response	Frequency	Percentage
Monetary rewards	8	19%
Non- monetary rewards	14	35%
Both	19	46%
Total	41	100%

Source: *Primary data*

The findings in the table above showed that of the respondents (41) who accepted that the employees at Kabalore district local government were given rewards, 19% responded that they were given monetary

rewards; 35% responded that they were given non-monetary rewards and finally 46% responded that they were given both monetary and non-monetary rewards.

Table 7: Impact of rewards on employees' performance at Kabalore district local government

Response	Frequency	Percentage
Positive	64	100%
Negative	0	0%
Total	64	100%

Source: *Primary data*

The results in the table above showed that all the respondents (100%) responded that rewards had a positive impact on the

employees' performance at Kabalore district local government.

Table 8: Does Kabalore district local government promote its hardworking employees?

Response	Frequency	Percentage
Yes	22	34%
No	37	58%
I do not know	5	8%
Total	64	100%

Source: *Primary data*

The results in the table above showed that most of the respondents (58%) responded that Kabalore district local government

does not promote hardworking employees; 34% responded that it promotes them and 8% did not know.

Table 9: Is there any significant effect of promotions on employees' performance at Kabalore district local government?

Response	Frequency	Percentage
Yes	51	80%
No	9	14%
I do not know	4	6%
Total	64	100%

Source: *Primary data*

The results in the table above showed that most of the respondents (80%) accepted that promotions had significant effect on employees' performance at Kabalore

district local government; 14% responded that promotions had significant effect on employees' performance and finally 6% responded that they did not know.

Table 10: The effect of promotions on employees' performance at Kabalore district local government

Response	Frequency	Percentage
Positive	52	81%
Negative	9	14%
No response	3	5%
Total	64	100%

Source: *Primary data*

The findings in the table above showed that 81% of the respondents responded that promotions had a positive effect on employees' performance at Kabalore district local government; 14% said that it

had a negative effect and 5% did not respond to the question. The effect the relationship between motivation and employees' performance at Kabalore district local government

Table 11: Does Kabalore district local government motivate its employees?

Response	Frequency	Percentage
Yes	15	24%
No	3	5%
To some extent	37	58%
Not sure	9	14%
Total	64	100%

Source: *Primary data*

The findings in the table above showed that most of the respondents (58%) responded that to some extent Kabalore district local government motivates its

employees; 24% responded yes; 5% responded no; and finally 14% were not sure.

Table 12: The effect the relationship between motivation and employees' performance at Kabalore district local government

Response	Frequency	Percentage
Positive	64	100%
Negative	0	0%
Total	64	100%

Source: *Primary data*

The results in the table above showed that all the respondents (100%) responded that motivation had a positive relationship on

the employees' performance at Kabalore district local government.

DISCUSSION OF THE FINDINGS

The study revealed that rewards had a positive impact on the employees' performance at Kabalore district local

government. The study found out that most of the respondents accepted that promotions had significant effect on

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employees' performance at Kabalore district local government. The researcher also found out that motivation had a positive relationship on the employees' performance at Kabalore district local government. From the study findings; the researcher recommended that the researcher recommended that the management of Kabalore district local government should always reward their well performing employees to encourage them to work harder and perform better.

CONCLUSION

From the study the researcher concluded that rewards had a positive impact on the employees' performance at Kabalore district local government. Promotions had significant effect on employees' performance at Kabalore district local government. Also, promotions largely had

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The researcher also recommended that promotions of better performing employees should regularly be done so that other employees can copy from them and also improve their performance. The study found out that motivation had a positive relationship on the employees' performance at Kabalore district local government. Therefore more motivation schemes should be put on board by the management to improve the employees' performance.

a positive effect on employees' performance at Kabalore district local government. Finally, motivation had a positive relationship on the employees' performance at Kabalore district local government.

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