

**EMPLOYEE MOTIVATION AND JOB PERFORMANCE IN THE PUBLIC SERVICE
OF UGANDA: THE CASE OF THE OFFICE OF THE DIRECTOR OF PUBLIC
PROSECUTIONS**

BY:

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REG NO: 15/A/MAPAM/027/PG

**A DISSERTATION SUBMITTED TO THE DIRECTORATE OF POSTGRADUATE
TRAINING IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE
AWARD OF A DEGREE IN MASTER OF ARTS IN PUBLIC ADMINISTRATION AND
MANAGEMENT OF KABALE UNIVERSITY**

MAY 2021

DECLARATION

I, Batson Baguma, hereby declare that this is my original research thesis and it has never been submitted to any Institution or University for any kind of academic award.

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APPROVAL

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DEDICATION

I dedicate this study to the Almighty God who gave me the grace, wisdom and resources to complete this academic journey.

I also dedicate it to my dear wife, Dr Naome Kyomugasho Favour Baguma Atwooki, my sons Excellence Emmanuel Tusingwire Baguma Akiiki, King David Samuel Musinguzi Baguma Amooti, for their prayers and support throughout the time I was pursuing this programme.

ACKNOWLEDGEMENTS

My greatest appreciation goes to my lecturers at Kabale University, most especially Dr. Joseph Tindyebwa and Dr. Godfrey Barigye, who was also my supervisor for this study, for their enormous support, guidance and encouragement throughout this programme. May the Almighty God bless and prosper them always.

I thank my dear wife, Dr. Naome Kyomugasho Favour Baguma Atwooki, for allowing me time away from home especially on weekends to pursue my Master's programme and research study. Her support and encouragement enabled me to start and finish the programme.

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ABBREVIATIONS

CAO	:	Chief Administrative Officer
DPP	:	Director of Public Prosecution
JLOS	:	Justice Law and Order Sector
MBO	:	Management by Objectives
ODPP	:	Office of Director of Public Prosecution
PROCAMIS	:	Prosecution Case Management Information System
ICT	:	Information and Communication Technology
SPSS	:	Statistical Package for Social Sciences

ABSTRACT

The purpose of this study was to assess employee motivation and performance in the public service, a case study of the Office of the Director Public Prosecution of Uganda. The objectives were: to establish the levels of intrinsic motivation in the ODPP; to establish the level of extrinsic motivation in ODPP; and, to examine the factors that determine employee motivation on the employee performance in the ODPP. The study used a target population of 472 selected ODPP staff as well as some officials from sister institutions such as Judiciary, Police and Probation. A total of 216 respondents was reached and selected using Krejcie and Morgan (1970) sample size formula table. A descriptive research design was employed with both quantitative and qualitative approaches as simple random sampling was employed to get the respondents. Data were analysed using descriptive statistics and bivariate statistics. The results showed that there was a strong and positive relationship between motivation and employee performance in ODPP; that 90% of those who mentioned monetary incentives either strongly agreed (65.6%) that this affects their performance which indicated that motivation improves performance and, that despite the low monetary incentives 20.6%, promotion at work places 40.3 %, continued job training at 58.5% and good relationship with supervisors 82% was one of the ways in which employees were motivated at the ODPP. The study concluded that overall, ODPP is expected to provide an appropriate salary for the employees as promised by the government; the current salary is considered disproportional compared with other institutions in the justice law and order sector; limited career path in the ODPP; ODPP still has to handle appropriation of their rewarding recognition for employees' performance in the form of financial incentives, a recognition certificate, direct verbal compliments; there is big criticism regarding work-life balance factors. Most employees argued that the workload and working hours are too high. The study recommends that the ODPP needs to consider practical measures to improve on the motivation of its employees and enhance performance through Salary policy review for overtime rate for all employees; there is a need for a workload and job description review. The adjustment on workload is required in order to improve the work-life balance factor; that a clear procedure of performance evaluation process be instituted and reward/recognition factor should be considered good; ODPP needs to maintain and improve it in order to increase the motivation level of the employees in order to enhance their performance. Because productivity and performance of most organizations depend on how readily available and committed the workforce is, the absence or low level of factors of motivation effects employee's motivation and hence negatively affects performance.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

In the early 20th century, monetary rewards were regarded as the most important contribution to production of goods and services (Kreitner, 1995). Nevertheless, the “Hawthorne Studies” by Elton Mayo from 1924 to 1938 at the Hawthorne Works of the American Western Electric Company in Chicago, observed that workers were not motivated solely by monetary factors but there was also a behavioural linkage to their attitudes (Dickson, 1973, in Lindner, 1998). Elton Mayo’s Hawthorne studies began what is now called the human relations approach to management, whereby the needs and motivation of employees become the primary focus of managers (Bedeian, 1993), paving the way for other theories and definitions on motivation and performance at the work place.

Motivation Originated from the Latin term “movere” meaning to move. Islam and ZakiHj Ismail (2008) indicate that “motivation is what moves us from boredom to interest”and is one of the most important concepts of psychology and very vital for managers who direct the growth of his subordinates towards worthwhile goals (Uzma, 2011). The transfer of control is best supported by an organization environment that is "organized to encourage and support a continued, increasingly mature and comprehensive acceptance of responsibilities for one's own performance (Thomas, 2012).

Henry Murray’s Explorations in Personality (1938) contains a catalogue of 20 psychogenic needs (e.g., need for nurturance, need for succorance) and Abraham Maslow’s Motivation and Personality (1954) proposed a hierarchy of needs whereby the lower need categories related to deficiency needs (e.g., hunger, safety) and the higher ones to growth needs (e.g., need to achieve, need to realize one’s potential). Even though motivation has been considered to be the primary cause of people’s thoughts, feelings, and actions in evolutionary theory, psychoanalytic theory, behavioural psychology, and physiological psychology, this is not true for the psychology of motivation. There, motivation is just one cause among others, and the focus is on analysing

aspects of thoughts, feelings, and actions conducive to a motivational analysis. These aspects relate to the energization of responses as well as to their selection and persistent implementation (Gollwitzer & Oettingen, 2015)

The concept of motivation in organization is used to explain the distinction between employees who have the same talents, abilities and opportunities to do their jobs in a similar organization and are under the same employment conditions and with the same facilities, but demonstrate different performances (Wilfred & Lameck, 2011). Employees who have high work motivation keep on trying to get more promotion, and since they are constantly seeking better ways to carry out their duties and responsibilities, they will be promoted faster. These employees perform their jobs in such a manner that the jobs are required to be done with relatively more efforts, so they can try more to play the role for which they are asked. Considering the importance of motivation, this research sought to investigate about the impact of motivation and its related factors on employees' performance in educational institutions of Sahiwal, Punjab, Pakistan.

According to Kovach (2012), people will feel competent if they obtain feedback that indicates progress in their work, or suggests the way they can increase their competence. As pointed out by Kohn (2013), people who are motivated use a greater effort to perform a job than those who are not motivated. In other words, this means that all thinkable factors of physical or psychological aspects that we interact with lead to a reaction within our self or of the entire organization (Locke, 2017). When employees have high autonomy, receive feedback about their performance, and have an important, identifiable piece of work to do which requires skill variety, they may experience feelings of happiness and therefore intrinsic motivation to keep performing well (Koch, 2015).

The performance of workers has become important due to the increased concern of human resources and personnel experts about the level of output obtained from workers due to poor remuneration (Shadare et al., 2017). The attitude is also a social concern and is very important to identify problems that are obtained in industrial setting due to nonchalant attitudes of managers to manage their workers by rewarding them well to maximize their productivity (Newaho, 2012). Very few organizations believe that the human personnel and employees of any organization are its main assets which can lead them to success or if not focused well, to decline. Unless and until

the employees of any organization are satisfied with it, are motivated for the tasks fulfilment and goals achievement and encouraged, no organization can progress or achieve success. Appropriate reward package can jeer up or influence workers to develop positive attitude towards their job and thereby increase their productivity.

Employee Performance cannot be separated from organizational performance (Otley, 1999). According to Otley, the performance of organizations is dependent upon the performance of employees (employee performance) and other factors such as the environment of the organization (Shadare et al., 2017). The distinction between organizational and employee performance is evident; an organization that is performing well is one that is successfully attaining its objectives, in other words: one that is effectively implementing an appropriate strategy (Stuart, 2014) and employee performance is the single result of an employee's work (Steers et al., 2011). Since the aim of this study was to provide a link between motivating employees and their performance, organizational performance lay outside the scope of this research and only employee performance was addressed.

Employees want to earn reasonable salary and payment and desire to feel appreciated for their work. Money is the fundamental inducement; no other incentive or motivational technique comes even close to it with respect to its influential value (Lindner, 2016). It has the supremacy to magnetize and motivate individuals towards higher performance. Research has suggested that reward now cause satisfaction of the employee which directly influences performance of the employee (Armstrong, 2014). All businesses use pay, promotion, bonuses or other types of rewards to motivate and encourage high level performances of employees (Armstrong & Murlis, 2011). To use salary as a motivator effectively, managers must consider salary structures, payment according to performance, personal or special allowances, fringe benefits and so on (Leboeuf, 2012).

Employee production and employee performance seem to be related; for example in Uganda performance is in some cases measured as the number and value of goods produced (Mnaku, 2011). However, in general productivity tends to be associated with production-oriented terms (e.g. profit and turnover) and performance is linked to efficiency or perception-oriented terms (e.g. supervisory ratings and goal accomplishments (Matoka, 2011).

According to Matoka (2011) crucial in a high employee performance is the ability of the employee himself. The employee must be able to deliver good results and have a high return, (Luthans, 2000). Employee motivation related to employee performance in the organization is productivity. Matoka (2011) also argues that this is something the organization can know beforehand; they can select employees with the required abilities or they can recruit those employees themselves. Of course, the latter is more time-consuming, but can obtain better results in the end (Matoka, 2011).

According to the Constitution of Uganda (1995), the Public Service of Uganda consists of ministries, departments, agencies and local governments.

The Office of the Director of Public Prosecutions (ODPP) is one of the agencies under central government. Its vision is “a crime free society” and its mission is “to handle and prosecute criminal cases in a just, efficient and effective manner in order to reduce crime”. Its strategic objectives are:

- i. To expeditiously handle and dispose of all criminal cases and matters in accordance with the law and set standards;
- ii. To enhance the capacity of ODPP to prosecute all types of crime including white collar and trans-national crime;
- iii. To handle, coordinate and promote international cooperation in criminal matters;
- iv. To provide public prosecution services up to county level in the country;
- v. To develop, implement and maintain an effective and efficient case management system, database and standards;
- vi. To promote ethics, transparency and accountability within the ODPP;
- vii. To enhance customer care systems and public awareness of ODPP services and citizens’ rights.

In the first post-independent Uganda Constitution of 1962, the Directorate of Public Prosecution was created as an independent government body. However, there were amendments in 1967 in the Constitution of Uganda which subjected the ODPP to the direction and control of the Attorney general in all cases and this subjected the ODPP to be a department under the ministry of Justice. It was until the promulgation of the 1995 Constitution that the ODPP under article 120 became an autonomous body immune from any interference (ODPP Reports, 2020).

The Public Service Commission is established under the provisions of Article 165(1) of the 1995 Constitution. In fulfilment of its functions under Article 166, the Commission is required to make a report to Parliament in respect of each year's performance of its functions. Under Article 166 (4) of the same Constitution, Parliament is required by law to empower the Public Service Commission to make regulations for the effective and efficient performance of its functions. This is in addition to the provisions of Article 251 (1) which empower the Commission to regulate its own procedure or confer powers or impose duties on any officer or authority of the Government for the purpose of discharging its functions. With Article 173 empowering all public officers under clause that public officers shall not be (a) victimized or discriminated against for having performed his or her duties faithfully in accordance with this Constitution; or (b) dismissed or removed from office or reduced in rank or otherwise punished without just cause. These provisions give protection and security of tenure to public servants as a form of motivation.

The appointment of the Director of Public Prosecutions is done by the President who acts on recommendation of the Public Service Commission and with approval of Parliament (ODPP, 2020). The Office of the Director of Public Prosecutions is an autonomous institution not subject to the direction or control of any person or authority. ODPP is part of the Justice Law and Order Sector (JLOS) whose mission is to ensure that all people in Uganda live in a safe and just society (Mulindwa, 2018/19). In Uganda, ODPP is the office or official charged with the prosecution of criminal offences throughout the country. ODPP is part of the Justice, Law and Order Sector (JLOS) that pursues a Vision of "Justice for All" designed around a six-point agenda which includes: i) promotion of the rule of law and due process; ii) foster a human rights culture across JLOS institutions; iii) enhance access to "Justice for All" especially the poor and the marginalized groups; iv) reduce the incidence of crime, and promote safety of persons and security of property; v) enhance JLOS contribution to economic development; and vi) build institutional capacity to enhance service delivery.

Article 120 of the Constitution of the Republic of Uganda creates the Office of the Director of Public Prosecutions (ODPP). Article 120 clause (1) articulates that the appointment is done by the president of the republic of Uganda. The ODPP is constitutionally mandated to prosecute criminal cases in any courts of law in Uganda except the court martial, and direct the Police to investigate information of a criminal nature. The ODPP is an autonomous institution not subject

to the direction or control of any person or authority. The Constitution stipulates the exercise of ODPP's authority with due regard to public interest, the interest of the administration of justice and the need to prevent abuse of legal process (Mulindwa, 2018/19). Considering many approaches to motivation and how difficult it is to find or identify one that solely motivates workers, the study seeks to determine whether motivation has effect on employees' performance in the ODPP.

1.2 Statement of the Problem

Despite the Office of the Director of Public Prosecutions being an autonomous institution not subject to the direction or control of any person or authority in Uganda, the institution has been characterized by various challenges which, according to the Fourth Strategic Plan for the FY2017/2018-2019/20, included low pay which is demotivating staff; high Staff turnover; understaffing especially in upcountry stations; delayed enactment or lack of enabling law; inadequate logistical support and supervision; limited coverage of PROCAMIS, inadequate office space; slow pace of adaptation of ICT to mention but a few (ODPP, 2017).

Due to inadequate salary compared to other legal professionals in government institutions (e.g. parliament, Inspectorate of Government, UNRA,URA,KCCA), despite the increasing workload, there is time wasting whereby most ODPP clients have pending criminal cases for more than four months before being handled, inadequate accommodation for ODPP staff and they have to struggle for accommodation after completing court sessions, and sometimes have to commute long distances to the workplace (Mulindwa, 2018/19). These factors impede the attainment of the strategic objectives of the ODPP of promoting observance of prosecution services performance standards in all its areas of Jurisdiction (headquarters, regional, district offices and agencies with delegated prosecutorial functions) (ODPP, 2021). Hence, the purpose of the study was to examine the effect of employee motivation on Employees' Performance in the Office of the Director of Public Prosecutions. This study was suggested basing from the subsequent strike events that have been taking place with among ODPP staff and the one that was more recent was that of June 20, 2017 (Daily Monitor, 20 June) but also sources from different TV stations like NBs, NTV and different journals have all talked about these major challenges faced by ODPP Staff.

1.3 Objective of the Study

This section deals with the general objective and specific objectives of the study.

1.3.1 General objectives

The general objective of the study was to assess the relationship between employee motivation and job performance.

1.3.2 Specific objectives

The specific objectives of the study were:

- i. To establish the levels of intrinsic motivation of employees in the Office of Director of Public Prosecutions (ODPP);
- ii. To establish the level of extrinsic motivation of employees in Office of Director of Public Prosecutions (ODPP);
- iii. To examine the factors that determines employee motivation and performance in the Office of the Director of Public Prosecutions (ODPP).

1.4 Research Questions

This section deals with the formulation of the research questions that helped to achieve the specific objectives of the study.

- i. What are the levels of intrinsic motivation on employee performance in the ODPP?
- ii. What are the levels of extrinsic motivation on employee performance in the ODPP?
- iii. What are the factors that determine employee motivation on employee performance in the ODPP?

1.5 Scope of the Study

According to Babbies (2000), a study scope describes the extent the study covers at a time. This section covers the geography, content and the time scope as presented below.

1.5.1 Geographical Scope

The study covered two Directorates of ODPP: Directorate of Prosecutions as Core, Directorate of Management Support Services and the Department of Field Operations in selected districts as well as sister agencies namely Judiciary, Police, Local Government under CAO and district

Probation Office. Much emphasis was placed on the Directorate of Prosecutions as it is directly concerned with the core objectives of the ODPP. It covered selected districts of Kampala, Gulu, Kabarole, Mbale, Mbale, Jinja, Mbarara and Kabale, because this was where there had been poor performance and increasing case backlog (JLOS, 2018).

1.5.2 Content Scope

Employee motivation was examined on two dimensions: intrinsic and extrinsic motivation as the independent variables. Intrinsic motivation was viewed in terms of promotions in the organization responsibility, salary, and relationship with superiors and opportunity for advancement. Extrinsic motivation was viewed in terms of working conditions, nature of work, appreciation for work done and fringe benefits, because both of them affect performance as indicated in the literature review.

1.5.3 Time Scope

The study covered the period of five years between 2015 and 2020), looking at the impact of employee motivation and job performance. This was a period characterized by strikes, threats of strikes, case backlog and poor performance by the Staff ODPP (The Independent, 2017).

1.6 Significance of the Study

The study examined the effect of employee motivation on job Performance in ODPP in Uganda. The motivation for the study was prompted by the low level of concentration on employee motivation as compared to the employees of other organizations which has caused an acute shortage of qualified ODPP staff.

The research findings and results reported in this study provide the management of ODPP and other Public Service Institutions of Uganda and elsewhere in the world with more reliable and scientific way of motivating and evaluating the level of their employees' performance.

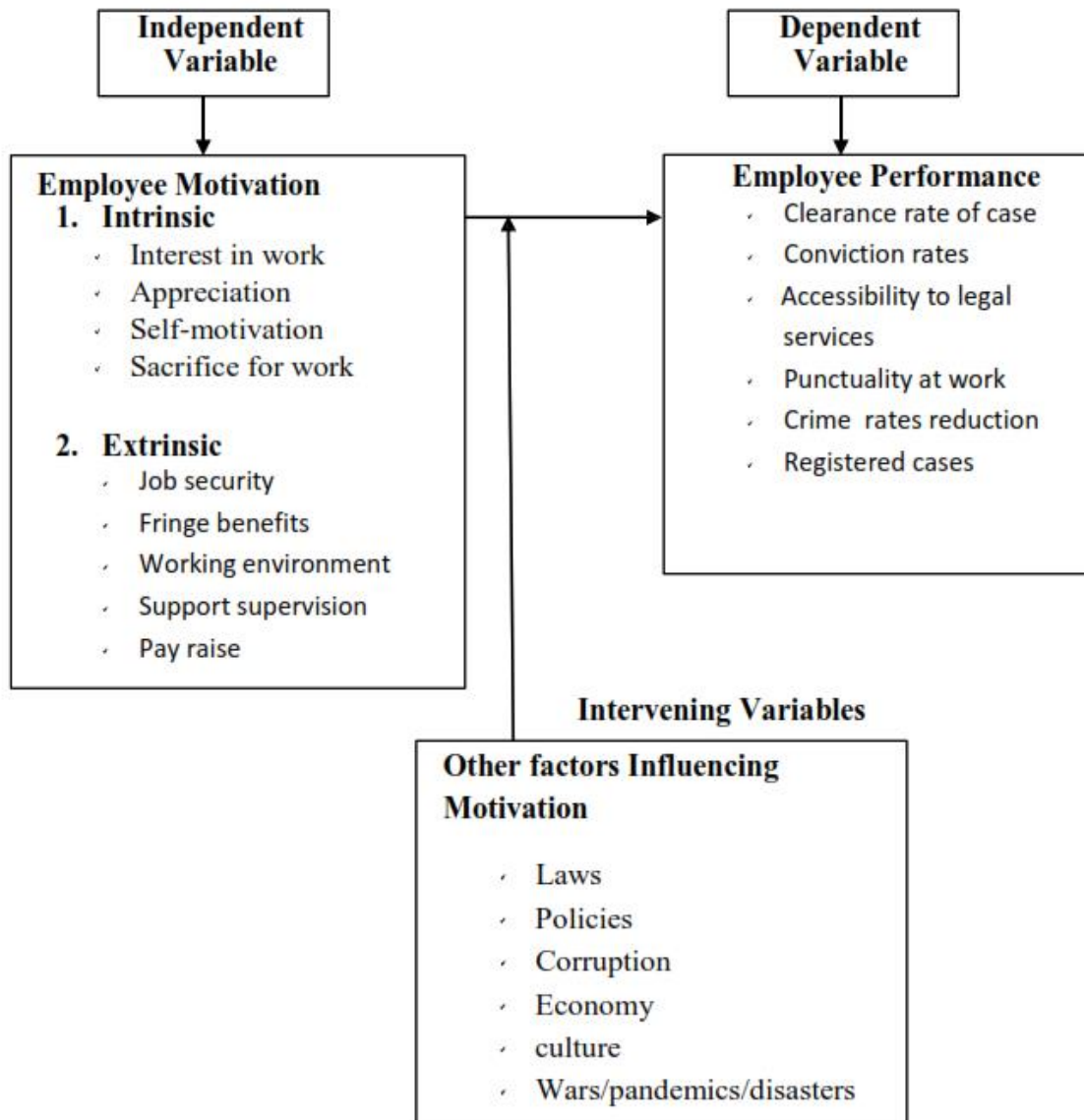
The results of this study provide the policy makers like government agencies responsible for criminal justice in Uganda with valuable insights and a more reliable guide to monitoring the impact of the operations of the ODPP.

Although the study was conducted in ODPP, other Public Service institutions of Uganda with similar conditions could find the results useful.

1.7 Conceptual framework

A conceptual framework, according to Osei (2011), illustrates the linkages that exists between the different variables and it shows the direction and the relationships of the different elements in the study. For the phenomenon of motivation and its effects on performance to be studied empirically, there was the need for a conceptual framework that pulls together the concepts of motivation and organizational performance. Motivation, either intrinsic or extrinsic, leads to performance and is influenced by factors such as salaries, fringe benefits, responsibility, promotion in the organization, nature of work, recognition of work done, opportunity for advancement, working conditions, and relationships with superiors and peers. The conceptual framework provides a foundation for focusing specific variables for the study. These variables are based on the literature reviewed on motivation and its effect on employee performance.

Figure1.1: Conceptual framework of employee motivation and employee performance in ODPP



Source: Researcher, (2021) as adapted from Maslow's Theory (1946)

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents the broader context of the study variables in terms of past scholarly works. It covers the theoretical review and relevant thematic literature related to the study objectives illustrating the relationships between employee motivation and Job performance. This section presents the existing gaps which this study sought to fill and some of the selected sources of

literature included: academic journals, ODPP reports and memos, newspapers, previous studies in similar field and internet sources among others.

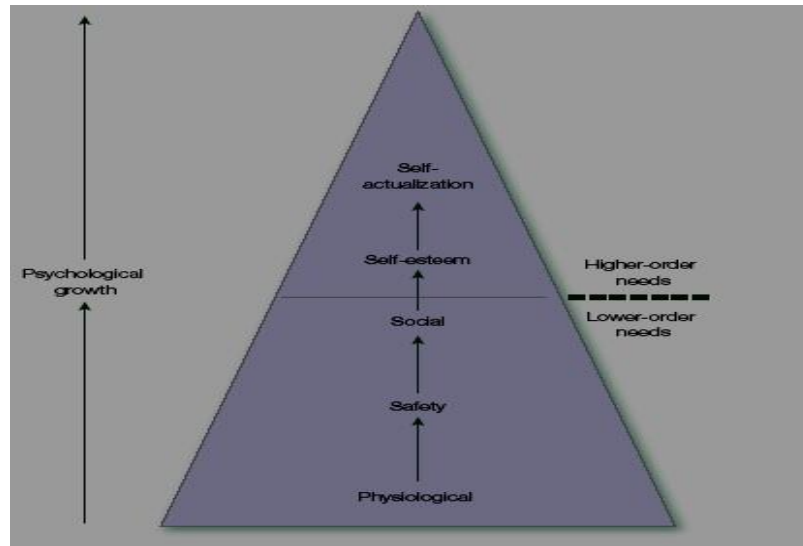
2.2 Theoretical overview

2.2.1 Theory of Motivation (Maslow's hierarchy of Needs)

Content theory of motivation by Maslow (1946) provides ground for the establishment of the relationship between the variables. The theory is concerned with what determines goal directed behaviour. It is about how behaviour is initiated by needs and by expectations on the achievement of goals which will satisfy those needs; how the achievement of goals and /or feedback on their achievement reinforces successful behaviour; and how belief in one's ability to carry out a specific task will actuate behaviour which is expected to achieve the successful performance of that task (Armstrong et al., 2011).

The content theory of motivation stresses different factors that contribute to job satisfaction. Both intrinsic and extrinsic motivated behaviour reflects the various theories that can be adopted in an attempt to understand motivation behaviour. Maslow (1946) and Herzberg (2017) are content theorists who stressed on the satisfaction of needs. These theories focus on the question of what arouses, sustains and regulates goal-directed behavior, that is what particular things motivate people. A need is a requirement for survival and well-being and motivation of a person depends on the strength of their needs. Maslow (1946) suggested that human needs are arranged in a series of levels, a hierarchy of importance, usually displayed in the form of a pyramid as shown in Figure 2.1

Figure 2.1: Maslow's hierarchy of needs



Source: Maslow (1946)

The lower-level needs (physiological, safety and social) are at first predominant: people's behaviour is directed towards satisfying these needs. Once the lower-level needs are met, people direct their behaviour toward satisfying their need for self-esteem and self-actualization (the ultimate motivator). Physiological needs, i.e., a person's needs for food, drink, shelter, sex and other physical requirements. Safety needs include a person's needs for security and protection from physical and emotional harm, as well as assurance that physical needs will continue to be met. Social needs include a person's needs for affection, belongingness, acceptance, and friendship. Esteem needs include a person's need for internal esteem factors, such as self-respect, autonomy, and external esteem factors, such as status, recognition and attention. Self-actualization includes a person's need for growth, achieving one's potential, and self-fulfilment; the drive to become what one is capable of becoming. Wahba and Bridwell (2018) found little evidence for the ranking of needs that Maslow described or for the existence of a definite hierarchy at all. Hofstede (2013) described the order in which the hierarchy is arranged (with self-actualization as the highest need) as being ethnocentric.

Cianci and Gambrel (2003) reinforced these criticisms in their argument that: *"Maslow's hierarchy of needs fails to illustrate and expand upon the difference between the social and intellectual needs of those raised in individualistic societies and those raised in collectivist societies. The needs and drives of those in individualistic societies tend to be more self-centered than those in collectivist societies, focusing on improvement of the self, with self-actualization*

being the apex of self-improvement. In collectivist societies, the needs of acceptance and community will outweigh the needs for freedom and individuality.”

In an article by Bennett (2017), he stated that while Maslow’s theory has its uses, most modern management experts and psychologists regard it with some suspicion. One obvious criticism is that the hierarchy does not take into account acts of selflessness, bravery, charity and heroism.

2.2.2 Herzberg’s two-factor theory

The two-factor model of satisfiers and dissatisfies as developed by Herzberg et al. (1959) resulting from an investigation into the sources of job satisfaction and dissatisfaction of accountants and engineers. It assumed that employees have the capacity to report accurately the conditions that made them satisfied or dissatisfied with their jobs (Armstrong, 2010; Kuranchie-Mensah, Boye, Tawiah, & Kwesi, 2016).

Based on the two types of motivators, thus factors that result in satisfaction with one’s job and those that result in dissatisfaction for employees at work, Herzberg (2003) stated that intrinsic factors are related to job satisfaction while extrinsic factors relate to dissatisfaction.

The theory was based on the question: What do people want from their jobs? (Harpaz, 1990). From the responses received, Herzberg concluded that removing dissatisfying characteristics from a job does not necessarily make the job satisfying (Armstrong, 2010). Herzberg identified the two major factors, motivators and hygiene factors, that could lead to job satisfaction (Herzberg, 2003; Kuranchie et al., 2016). Herzberg’s research was influenced and supported by the research of Maslow (1943), Mayo (1946), and McGregor (1960).

Herzberg (1959) proposed another well-known approach which is also known as motivator-hygiene. This theory implies that there are two different sets of factors, hygiene and motivators or satisfiers, which affect individual motivation and job satisfaction (Ott, 2012).

Herzberg (1959) discovered that there were certain factors associated with job satisfaction (motivation factors) which were those factors that were related to the content of one’s job and were necessary to maintain a reasonable level of motivation among employees, such as the nature of the work itself, the possibility for growth, responsibility, advancement, recognition and status. A completely different set of factors are associated with dissatisfaction which are referred to as hygiene or maintenance factors. For instance, inadequate monthly salary to employees

could cause dissatisfaction at work when hygiene factors are absent, or when good relations with supervisors and peers, good pay and working conditions, job security and among others are absent (Herzberg et al., 1959; Ott, 2012). However, a high salary would not necessarily cause job satisfaction. Herzberg's (1959) work challenged the central thesis of Taylorism that job satisfaction was one-dimensional, ranging along a continuum from satisfaction to dissatisfaction. Instead, Herzberg (2017) found motivation to be two-dimensional.

Herzberg's (2017) theory has been labelled as the two-factor theory. Moreover, the hygiene factors, if correct, did not cause any dissatisfaction; nor did they motivate workers. However, when they were not right, they led to dissatisfaction and exerted negative impact. Thus, supervisors ought to look for the motivators. When management provides employees with the motivators such as recognition, acceptance and responsibility, job satisfaction is obtained and motivation is high. If such factors are not right, job satisfaction and therefore motivation will be lacking. Hackman and Oldham (2018) noted that the theory does not allow for individual differences, such as particular personality traits, which would affect individuals' unique responses to motivating or hygiene factors. Mullins (2014) agrees that the motivation-hygiene theory by Herzberg has extended Maslow's hierarchy of needs theory and is more directly applicable to the work situation. Herzberg's theory suggests that if management is to provide positive motivation then attention must be given not only to hygiene factors, but also to the motivating factors.

2.2.3 McGregor's Theory X and Theory Y

The idea that a manager's attitude has an impact on employee motivation was originally proposed by Douglas McGregor, a management professor at the Massachusetts Institute of Technology during the 1950s and 1960s. In his 1960 book, *The Human Side of Enterprise*, McGregor proposed two theories by which managers perceive and address employee motivation.

He referred to these opposing motivational methods as Theory X and Theory Y management. Each assumes that the manager's role is to organize resources, including people, to best benefit the company. However, beyond this commonality, the attitudes and assumptions they embody are quite different.

According to McGregor, theory X managers assume the following:

- i. Work is inherently distasteful to most people, and they will attempt to avoid work whenever possible.
- ii. Most people are not ambitious, have little desire for responsibility, and prefer to be directed.
- iii. Most people have little aptitude for creativity in solving organizational problems.
- iv. Motivation occurs only at the physiological and security levels of Maslow's hierarchy of needs.
- v. Most people are self-centred. As a result, they must be closely controlled and often coerced to achieve organizational objectives.
- vi. Most people resist change.
- vii. Most people are gullible and unintelligent.

Essentially, according to MacGregor, Theory X assumes that the primary source of employee motivation is monetary, with security as a strong second. Under Theory X, one can take a hard or soft approach to getting results. However, in a strong contrast to theory X, theory Y management assumes the following:

- i. Work can be as natural as play if the conditions are favourable.
- ii. People will be self-directed and creative to meet their work and organizational objectives if they are committed to them.
- iii. People will be committed to their quality and productivity objectives if rewards are in place that addresses higher needs such as self-fulfilment.
- iv. The capacity for creativity spreads throughout organizations.
- v. Most people can handle responsibility because creativity and ingenuity are common in the population.
- vi. Under these conditions, people will seek responsibility.

McGregor recognized that some people may not have reached the level of maturity assumed by Theory Y and may initially need tighter controls that can be relaxed as the employee develops. McGregor also believed that self-actualization was the highest level of reward for employees (Carson & Charles, 2018). He theorized that the motivation employees use to reach self-actualization allows them to reach their full potential (Carson & Charles, 2018). This led companies to focus on how their employees were motivated, managed, and led, creating a

Theory Y management style which focuses on the drive for individual self-fulfilment (Carson & Charles, 2018). McGregor's perspective places the responsibility for performance on managers as well as subordinates.

Morse and Lorsch (1970), in their critique of McGregor's X, Y theory derived that McGregor's position caused confusion for the managers who try to choose between these two conflicting approaches. The classical organizational approach that McGregor associated with Theory X does work well in some situations, although, as McGregor himself pointed out, there are also some situations where it does not work effectively. At the same time, while the approach based on Theory Y has produced good results in some situations, it does not always do so. That is, each approach is effective in some cases but not in others (Morse & Lorsch, 1970).

2.2.4 Henry Murray's system of needs

At the heart of his theory, (Murray, 2008) puts the understanding that man is motivated by a system of diverse needs. Grigorov (2020) asserts that Murray believes that human development is accompanied by a change in his needs, through which he shows and realizes himself. According to him, they number twenty, individually or in combination, predetermining human behaviour. The motive approach to personality assumes that behaviour reflects a set of underlying needs. As a need becomes more intense, it is more likely to influence behaviour. Behaviour is also affected by press: external stimuli that elicit motivational tendencies. Needs (and press) vary in strength from moment to moment, but people also differ in patterns of chronic need strength. The classification of needs, according to Murray, is as follows:

- i. Achievement – overcoming difficulties on the way to success;
- ii. Humiliation – power over someone else in a manipulative or other way;
- iii. Bonding – establishing significant social connections to connect with someone as a result of the desire to be loved;
- iv. Aggression – physical and mental harm to someone;
- v. Counteraction – protection of someone's honour and the feeling of pride in it;
- vi. Respect – willingness to follow someone and a sense of pride in it;
- vii. Defense – defense of one's own personality by apologizing and giving explanations;
- viii. Domination – leadership of others, control over them;

- ix. Show – attracting other people's attention to yourself;
- x. Challenge – causing an activity or situation that poses danger to others or to the person himself;
- xi. Autonomy – protection of one's own personality and one's own field of expression;
- xii. Avoidance – an attempt to avoid a funny or confusing situation;
- xiii. Order – the need to be accurate, neat, precise;
- xiv. Growing – helping someone in need, taking constant care of someone;
- xv. Game – relaxation, joking;
- xvi. Refusal – underestimation, exclusion of someone from an activity;
- xvii. Sensuality – desire for satisfaction;
- xviii. Sex – desire for erotic and sexual relationship;
- xix. Support – help for others, support;
- xx. Understanding – protection of connections, abstract ideas, concepts.

Murray catalogued human motives, several of which later received systematic study by others. One, studied by McClelland et al. (1989), Atkinson, and others, was the need for achievement: the motive to overcome obstacles and to attain goals. People with high levels of the achievement motive behave differently from those with lower levels in several ways: the kinds of tasks they prefer, the level of task difficulty they prefer, their persistence, and their performance levels.

Murray (1938) emphasized the study of individual lives in depth over extended periods of time. He coined the term person ology to refer to the study of the whole person, and person ology was his goal.

2.3 Definitions of motivation

Many scholars had tried to define motivation and it is a well-studied field which has roots in many academic disciplines such as psychology, sociology, education, political science, and economics. According to the Society for Human Resource Management (2010), motivation is generally defined as the psychological forces that determine the direction of a person's level of effort, as well as a person's persistence in the face of obstacles.

Bratton et al. (2007) defined it as a cognitive decision-making process that influences the persistence and direction of goal-directed behaviour. Work motivation can also be defined as the

psychological forces within a person that determines the direction of that person's behaviour in an organization (George and Jones, 2012). Element in the above definitions is: 'effort' -- a measure of intensity that maximizes employees' potential capacity to work in a way that is appropriate to the job; 'persistence' the application of effort on work-related tasks employees display over a time period; and 'direction' emphasizes that persistent high level of work-related effort should be channeled in a way that benefits the work environment.

According to Dubin (2002), "Motivation is the complex of forces starting and keeping a person at work in an organization. Motivation is something that puts the person to action, and continues him in the course of action already initiated". Motivation refers to the way a person is enthused at work to intensify his desire and willingness to use his energy for the achievement of organization's objectives. It is something that moves a person into action and continues him in the course of action enthusiastically. Schoeffler (2015), a contributor to the Insurance Journal, explains that incentives should be in a three-tier incentive scheme: recognition, short-term, and long term. The basic concept is to allow for incentives that will motivate different personality types. For example, some people enjoy immediate satisfaction and some enjoy satisfaction that is delayed but has taken time to build up. Recognition is a key role in motivating which is a non-financial incentive that reflects feedback.

According to Latham and Ernest (2014), motivation was in the beginning of the 1900s thought only to be monetary. However, it was discovered during the 20th century that to motivate employees, there are more factors than just money. In their view, employees' satisfaction with their job is an important indicator for a good employee performance and happy employees are productive. To them, motivation is a psychological factor and is affected by the workers' mental attitude and health. Therefore, in order to be motivated, a person needs to have certain basic needs fulfilled. If these needs are lacking, a person's self-esteem and self-actualization cannot develop. This could result in lack of interest to progress and develop, both professionally and personally. There are several theories of human needs, which are the foundation of motivation. According to Bassette-Jones and Lloyd (2015) "expectancy, equity, goal setting and reinforcement theory have resulted in the development of a simple model of motivational alignment. The model suggests that once needs of employees are identified and organizational

objectives and also are well aligned to satisfy employee needs, there will be high motivation but if poorly aligned, then low motivation will be the outcome.”

Bartol and Martin (2016), describe motivation as a power that strengthens behaviours, gives route to behaviour, and triggers the tendency to continue. This explanation identifies that in order to attain assured targets; individuals must be satisfactorily energetic and be clear about their determinations.

Denhardt et al. (2012) also define motivation as an internal state that causes people to behave in a particular way to accomplish particular goals and purposes. Whilst it is not possible to observe motivation itself, it is possible to observe the outward manifestations of motivation. For instance, the acquisition of money may be an extrinsic motivator, but it is simply the manifestation of the internal drive to meet intrinsic needs like purchasing food, paying rent for shelter, or acquiring high social status. Denhardt et al. (2012) further stated that motivation is not the same as satisfaction. Satisfaction is past-oriented, whereas motivation is future-oriented.

2.4 Forms of Motivation

Motivation, the drive to satisfy a need and to stimulate people and bring out that natural drive to do a good job ultimately comes from within an individual. People are motivated by a variety of things and the two types of motivation are intrinsic or extrinsic motivation.

2.4.1 Intrinsic motivation

This is derived from the content of the job. It can be described as the process of motivation by the work itself in so far as it satisfies people’s needs or at least leads people to expect that their goals will be achieved. Intrinsic motivation is self-generated in that people seek the type of work that satisfies them. The factors affecting intrinsic motivation include responsibility (feeling of the work is important and having control over one’s own resources, freedom to act, scope to use and develop skills and abilities, interesting and challenging work and opportunities for advancement (Armstrong, 2014).

Intrinsically motivated work behaviour stems from a person’s ‘internal’ desire to do something, and is therefore usually self-applied, e.g. pure interest in a project or positive recognition from colleagues are examples of intrinsic motivation (Armstrong, 2014). According to Malone and Lepper (1987), intrinsic motivation is what people will do without external inducement such as

hunger, a sense of duty, altruism, and a desire to feel appreciated. Deci (1975) believes intrinsically motivated behaviours are seen when there is no other apparent reward except the activity itself. In Csikszentmihalyi's (1975) view, very high levels of intrinsic motivation are marked by such strong interest and involvement in the work, and by such a perfect match of task complexity with skill level that people experience some kind of psychological 'flow', a sense of merging with the activity they are doing.

2.4.2 Extrinsic motivation

This refers to what is done to and for people to motivate them. It arises when management provides such rewards as increased pay, praise or promotions (Armstrong, 2014). Extrinsic motivation is a behaviour that is influenced by external rewards. Praise or positive feedback, money, and the absence of punishment are examples of extrinsic motivation (Deci, 2012).

Extrinsically motivated behaviour, on the other hand, is behaviour that is performed to acquire material or social rewards or to avoid punishment. The source of motivation is the consequence of the behaviour not the behaviour itself. Deci (1975) stated that extrinsically motivated behaviours are those where the controlling mechanism is easily seen and Deci and Ryan (2012) stated in their work that extrinsically motivated behaviours are generally done as a consequence of pressure and result in low self-esteem and anxiety. Extrinsic-motivated work behaviour stems from such tangible rewards such as pay, bonuses, and promotion, among others.

Regardless of whether people are intrinsically or extrinsically motivated, they join and are motivated to work in organizations to obtain certain outcomes. An outcome is anything a person gets from a job or organization. Some outcomes such as autonomy, responsibility, feeling of accomplishment and the pleasure of doing interesting or enjoyable work, result in intrinsically motivated behaviour. Other outcomes such as pay, job security, benefits and vacation time result in extrinsically motivated behaviour.

2.5 Understanding employee Motivation and employee performance

Motivation is the most important factor that influences organizational performance (Shadare et al., 2017). Employee motivation is one of the policies of managers to increase effectual job satisfaction amongst employees in organizations (Shadare et al., 2017). A motivated employee is responsive of the definite goals and objectives individuals must achieve; therefore, individuals

direct their efforts in that direction. Organizational facilities will go to waste if it lacks motivated people to utilize these facilities efficiently. Employee motivation and performance are key factors in moving an organization forward. Owners, managers and supervisors know that positive motivation leads to better performance and higher productivity but may rely on the wrong tools that will create dissatisfaction among employees and leads to poor performance. Motivation increases the willingness of the workers to work, thus increasing effectiveness of the organization. An organization's goal is to develop motivated employees and support their morale regarding their respective works for better performance (Shadare et al., 2017).

2.6 Employee performance

According to Daniel et al. (2002), employee performance can be defined in terms of whether employees' behaviours that contributes to organizational goals. Performance can be seen as an individual, group, or organizational task performance. Organizations have a vital need to understand how to improve employee's performance, and therefore they try to find an explanation as to why employees fail to perform (Muchinsky, 2013). Employee performance can be defined as an employee's ability to accomplish tasks assigned to him or her in an organizational context (Arverty & Murphy, 2016).

Motowildo et al. (2012), says that performance is behaviour with an evaluative aspect. This definition is consistent with the dominant methods used to measure employee performance, namely performance ratings from supervisors and peers (Newman et al., 2011). One further element of performance is that the behaviours must be relevant to the goals of the organization (Campbell et al., 2013).

There are numerous causes that affect the level of performance. Korman (2010) considers internal determinants as very important factors that affect employee performance. Internal determinants are divided into two main aspects. The first aspect is the skills and abilities for a given job that the employee has. The second aspect is the role perceptions or the requirements for a job as an influence on work performance. This means that if one perceives his/her job role accurately, he/she would be considered as an adequate performer. Conversely, the one who does not perceive the requirements of the job would be considered as ineffective (Korman, 2010).

In addition to the internal factors that affect employee performance, other factors that relate more to the external environment determine the adequate performance of the employees. Work conditions are an example of the external environmental factor that influences the level of performance. Another reason that influences performance can be communication. Sometimes managers fail to communicate specifically what employees need to improve and why, which can lead to decreased performance. Motivation is necessary for performance. It makes workers perform well and put more effort to work. Motivation reduces the rate of absenteeism and encourages stability/ loyalty with an organization. It makes people adapt to organizational changes (Saleemi, 2012).

According to Aguinis (2017), employee performance is about behaviour or what employees do, and not what employees produce or the outcomes of their work. Employee performance is an effort along with the ability to put efforts supported with the organizational policies in order to achieve certain objectives. Campbell (2015) also defines employee performance as behaviour. It is something done by the employee. This concept differentiates employee performance from outcomes. Outcomes are the result of an individual's employee performance, but they are also the result of other influences.

There are several variables that determine employee performance. These variables could be classified as general determinants of employee performance. For instance, one's qualification can go a long way to enhance his performance (Muchinsky, 2013). When one goes through education, development and training to acquire a certain level of qualification, it will enhance his working ability, all other things being equal. Also, experience is a great asset that can improve an employee's performance. The longer the number of years' experience, the higher the level of employee performance, all other things being equal (Deci, 2012). Again, quality and style of supervision is a key factor. The use of democratic and autocratic styles of supervision will have varying degree of results given different behaviours of employees; the working environment is another determinant that could pose serious threat to employee performance. For example, if the working environment is hazardous, it could endanger the lives of employees.

The use of protective gadgets and clean working environment could reduce the hazards employees are exposed to at the workplace; the single most important determinant of employee performance is compensation package. In the absence of compensation, employee performance

levels would be very low. Compensation could be financial or non-financial and it may have different levels of motivation and consequently its influence on employee performance; factors such as tools and equipment can enhance employee performance (Aguinis, 2017). Imagine the use of computers, combine harvesters, irrigation system and teaching aids in the production system. Technology has made it possible to have certain tools and equipment that enhance productive activities; and other determinants of employee performance include support from other colleagues, production materials, health condition of employees, job security, and retirement and other benefits, age, loyalty or commitment (Aguinis, 2017).

Campbell (2015) and Aguinis (2017) have provided their version of employee performance determinants to complement the general determinants. They suggested that individual differences on employee performance are a function of three main determinants: declarative knowledge, procedural knowledge, and motivation. Declarative knowledge refers to knowledge about facts, principles, and objects among others. It represents the knowledge of a given task's requirements. Procedural knowledge is having certain skills in knowing what to do and how to do it. That is, the employee requires certain technical skills to be able to accomplish a task. Procedural knowledge also relates to one's intelligence level and physical ability. The third predictor of employee performance is motivation, the driving force behind every human activity.

Motivation refers to "a combined effect from three choice behaviors - choice to expend effort, choice of level of effort to expend, and choice to persist in the expenditure of that level of effort" (Campbell, 2015). All three determinants of employee performance must be present for employee performance to reach high levels. If any of the determinants have a value of zero (0), then employee performance also has a value of zero (0). Thus, Employee performance = Declarative knowledge x Procedural knowledge x Motivation.

2.7 The effects of motivation on employees' performance

The motivation theorists such as Maslow (1946), Herzberg (2017), Alderfer (2016) and McClelland (2015) have suggested specific things that managers can do to help their subordinates become self-actualized, because such employees are likely to work at their maximum creative potential when their needs are met. They agree that by promoting a healthy workforce, providing financial security, providing opportunities to socialize and recognizing

employees' accomplishments help to satisfy the employees' physiological needs which in turn also increase their performance.

These authors (Koch, 2015) all stated that recognition of a job well done or full appreciation for work done is often among the top motivators of employee performance and involves feedback. Positive feedback follows the principles advocated in Reinforcement theory, which states that behaviour is contingent on reinforcement. Examples of positive reinforcement in this context may include workplace visits by top executives to high-performance employees, personal handwritten notes of thanks accompanying paychecks, and telephone calls by top executives to employees at home (Knippen and Green, 2015).

Theories such as equity have some important implications for ways of motivating people by not underpaying, overpaying and presenting information about outcomes in a thorough and socially sensitive manner. It states that companies that attempt to save money by reducing employees' salaries may find that employees respond in many different ways to even the score; those that overpay some employees as a useful motivational technique to increase performance may later realize that when you overpay one employee, you are underpaying all the others. When the majority of the employees feel underpaid, they will lower their performance, resulting in a net decrease in productivity and widespread dissatisfaction.

Hence, the conclusion is that managers should strive to treat all employees equitably; and this suggestion follows from research showing that people's assessments of fairness on the job go beyond merely what their outcomes and inputs are to their knowledge of how these were determined, that is, to their sense of procedural justice (perceptions of the fairness of the procedures used to determine outcomes). Osei (2011) also agrees with the equity theory that one of the fundamental issues that is sensitive and critical which can make or unmake any organization is wage or salary determination. Justice, fairness and equity in salary determination, to a large extent, put to rest all the traumas any individual or any organization may experience, and that is highly motivational enough to assess the optimal usage of time and energy (Shadare, et al., 2017).

Theories such as expectancy have several important implications for ways of motivating employees by clarifying people's expectancies that their effort will lead to performance, that is by training employees to do their jobs more efficiently and so achieve higher levels of performance from their efforts and linking valued rewards and performance by specifying exactly what job behaviours will lead to what rewards (Weber, 2015). It is possible for employees to be paid in ways directly linked to their performance such as through piece-rate incentive systems, sales commission plans or bonuses.

Locke's (2017) goal setting theory believes that you can achieve effective performance goals by assigning specific goals; difficult but acceptable performance goals; and providing feedback concerning goal attainment. He further indicated that giving praises, Management by Objectives (MBO) and job-design increase employees' performance. Praise is a motivator (not hygiene) because it meets employees' need for esteem, self-actualization, growth and achievement. It is most powerful, less expensive, and simplest, yet the most underused motivational technique.

To motivate people to high levels of performance, objectives should be difficult but achievable, observable and measurable, specific, with a target date, anticipatively set when possible and accepted by employees. Employees who meet their objectives should be rewarded through recognition, praise, pay raises, promotions etc. Many organizations now link pay to meeting goals (Lussier, 2015) and the way the first step in organization design is job design - the process by which managers decide how to divide tasks into specific jobs, for example, McDonaldisation (Jones et al, 2000).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research methodology

Research methodology is the process used to collect information and data for the purpose of making decision on the study.

3.2 Research design

Descriptive survey was chosen given the fact that this was a mixed study using both qualitative and quantitative approaches and considering the purpose of the study, the research questions and the magnitude of the target population. Descriptive survey according to Saunders et al. (2007) is an approach whose the purpose is to produce an accurate representation of persons, events or situations. It has an advantage of producing a good number of responses from a wide range of people, and it can also be used with greater confidence with regard to particular questions of special interest or values to a researcher. However, the method has some weaknesses such as being time-consuming to ensure that the sample is representative, designing and piloting data collection instrument and trying to ensure a good response rate. Also, there is a limit on the number of questions that any questionnaire can contain for respondents. In spite of these weaknesses, the descriptive survey design was considered the most appropriate for the study.

3.3 Area of the Study

The study was conducted in Office of the Director of Public Prosecutions (ODPP) with where information were collected at ODPP head office located in Workers House, Kampala, Uganda, as well as selected field offices in the districts of Kampala, Mubende, Jinja, Mbale, Gulu, Fort Portal, Mbarara and Kabale. To some extent, other information was collected from the ODPP sister agencies in those districts. These included: Judiciary (Chief Magistrates), Police (District CID Officers), and Local Governments (Chief Administrative Officers and Probation Officers).

3.4 Study Population

In this study, one organization was selected alongside its sister agencies as mentioned earlier and that is ODPP for the purpose of generating required information. The respondents were the staff of ODPP covering the Directorate of Management Support Services/ Department of Field Operations in all selected districts, Directorate of Prosecutions as core and all selected sister agencies that is Judiciary, Police, Local Governments such as CAOs and Probation Officers. Purposive sampling and simple random sampling procedure were employed to cover selected districts as mentioned above. A total population of 472 was considered and applied.

3.5 Sample Size Determination

The sample size was determined using Krejcie and Morgan Table (1970). A total sample size of 214 was sought from the study population of 472. Different sample sizes were determined in each category of the population to have the final sample size of 216 (Table 3.1 below). Simple random sampling technique was used to select the respondents from the study population.

Table 3.1 Sample Size Determination

Category	Target Population	Sample size determination	Simply techniques
ODPP Head Office	160	$160/472 \times 214 = 73$	Simple random sampling
ODPP Field Offices	280	$240/472 \times 214 = 127$	Simple random sampling
ODPP Sister Agencies			
a. Judiciary (Chief Magistrate)	8	$8/472 \times 214 = 04$	Simple random sampling
b. Police(OC CID)	8	$8/472 \times 214 = 04$	Simple random sampling
Local Government			
a. CAO/TC	8	$8/472 \times 214 = 04$	Simple random sampling
b. Probation Officer	8	$8/472 \times 214 = 04$	Simple random sampling
Total	472	216	

Source: Field data, 2021

3.6 Sources of Data

Both primary and secondary data were used in conducting the research.

3.6.1 Primary Sources

According to Blaxter (2001), primary data is defined as consisting of materials that one has gathered by himself through systematic observation, information archives, the results of questionnaires and interviews and case study which one has compiled. Data is primary if they have been gathered according to one's rational and interpreted by one to make a point which is important to one's own argument. To ensure that reliable and valid information is collected, the researcher contacted employees of the ODPP. Primary data were collected using questionnaires and interviews. A content analysis technique was employed to analyse and interpret the qualitative data (interviews). The quantitative data were analysed using Statistical Package for Social Sciences (SPSS).

3.6.2 Secondary Sources

Saunders et al. (2007) defined secondary data as data used for this study that is originally collected for similar purpose. The secondary sources of information that the researcher used in the study included books, internet search, articles, and journals among others. These secondary sources helped the researcher to identify how others have defined and measured key concepts, and how this research project was related to the work of others.

3.7 Data collection Methods

Mason and Bramble, (2012) asserts that the methods used in data collection are determined by how the data were collected. This study employed different methods to collect data from the field. The different methods aimed at obtaining adequate, original and relevant data about the variables of the study from respondents. In general, the methods be used included the following:

3.7.1. Questionnaire

The questionnaire was a set using the 4-point Likert Scale with structured questions requiring alternatives for ticking off the most appropriate. A questionnaire was adopted because at least all respondents were literate. It also saved time as it was easy to administer. This was used to find out other variables that might be of interest to employees in the organization.

3.7.2. Interview

This method involved direct asking of questions and receiving answers from respondents with the aim of establishing respondents' perception, understanding and appreciation of the problem in relation to the reality (Keith, 2015). It was one--to--one session between the researcher and respondent. Interview guide comprising structured and open-ended questions were administered to identify respondents' level of consciousness regarding the problem. This method was expected to enable the researcher establish the actual impact between employee motivation and employee performance in ODPP.

3.7.3. Document Review

The researcher also used documents from ODPP concerning service delivery and mid-year employee performance reports to get the required data. The data collected were used to relate the employee motivation variables to employee performance in ODPP.

3.8. Data Collection Instruments

Interview guides, documentary reviews and the self-administered questionnaires were used to collect the required data.

3.8.1 Self-Administered Questionnaire

The questionnaire was distributed to selected respondents who independently completed and return it to the researcher. The questionnaires had responses graduated using a five-point Likert scale requiring respondents to tick the most appropriate answer per question. The different responses from respondents were later put together for analysis.

3.8.2 Interview Guide

These were both structured and unstructured questions which helped to carry out face-to-face interview with the respondents. The instrument was used to get core information on ODPP employee performance as result of employee motivation. The interview guide allowed for

probing and extracting other unknown information that may not be covered in the self-administered questionnaire.

3.8.3 Documentary Review Guide

This included all documents deemed necessary in offering information relating to the variables under study. Some of the documents included: DPP performance reports, Minutes, DPP memos and academic journals relating to the variables under study. This helped in backing up data generated from respondents.

3.9 Procedure for Data Collection

After the proposal was approved, the Researcher sought permission to go and collect data from the field. Consent of the respondents was sought before administering questionnaires, and ensure confidentiality for all respondents before proceeding to collect data. This helped to create confidence on respondents without fear of being victimized. Research Assistants collected data through administering questionnaires. The Researcher conducted the interview with key respondents to be able to capture aspects which may not be clear and understood by the research assistants and the respondents.

3.10 Quality Control (Validity and Reliability tests)

Quality control is intended to ensure that the information generated from the study gives reliable findings for better conclusions to be made by the researcher. Pre-testing for validity and reliability of research instruments ensures appropriateness and consistency in measuring variables under study Amin (2015).

3.10.1. Validity of Instruments

The research for this thesis could be considered as a field research as it was carried out among people who happened to constitute the ODPP workforce and whose responses could not influence in any significant manner. Furthermore, to ensure both internal and external validity, the Researcher believe he used the most accurate and up-to-date literature. The right and relevant questions asked in the survey, the most feasible data collection method used, and the tools used to analyse the data were also considered to be accurate and produced valid results. Hence, the overall validity of this thesis is considered high.

According to Amin (2005), validity symbolizes the suitability of the tool. The tool can yield results that are in arrangement with the theoretical and conceptual morals of the research. It is the capacity to yield correct findings and score what it is supposed to precise ranks. To ensure the validity of research instruments, copies of the draft instruments were pilot tested in Rubanda district. This was selected because it has similar characteristics with Kabale district since they were once one block. This helped to assess the language clarity, ability to tap information needed, acceptability in terms of length and the privacy of the respondents. The researcher further had the discourse of the tools with relevant personnel including the research supervisor. Thereafter, validity was determined by calculating the content validity index whose formula is:

$$CVI = K/N$$

Where by“

CVI= Content Validity Index

K =Number of items considered relevant/suitable

N = Number of items considered in the instruments

Six experts were asked to score the research tools. The outcomes from the rating were utilized to figure the content validity index value ratio. The CVI approach was employed for suitability of survey studies. From the experts' judgment, 8 items were considered relevant in measuring motivation performance; 9 items were considered relevant in measuring economic prosperity. This made a total of 17 items of the 23 that were originally designed.

Since the study aimed at attaining more than a 0.7 validity value ratio to consider the instruments valid for the study (Amin, 2005), the instrument was valid and relevant to measure women empowerment and economic prosperity.

3.10.2. Instruments Reliability

The aim of any research is to use a given procedure and reach a conclusion that will be applicable in any given environment. The primary objective should be that if a later investigation followed exactly the same procedures as described by an earlier investigator and conducted the same study all over again, this later investigator should be able to arrive at the same results and conclusions. When this is the case, the study is considered to be highly reliable. However, due to

the very nature of human beings, 100% reliability cannot be considered for this study, as individual perceptions are central in it. In other words, because we are different as individuals and that our individual wants and preferences are different, future investigations may not produce exactly the same results as reported in this thesis.

Amin (2005) elaborates on reliability as the correctness of the tool concerning what it is intended to achieve. It is the notch to which the tool constantly scores what it is ranking and studying. To ensure reliability, the study adopted Cronbach's coefficient Alpha (a general form of Kuder-Richardson formula) to determine how the items correlate among themselves. When inconsistencies were found, the researcher reconstructed the instruments accordingly to suit the theoretical and conceptual framework of the study. This was determined using Cronbach's Coefficient Alpha.

Table 3.2: Reliability Statistics

Variable list	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items
Employee Motivation	.731	.728
Job Performance	.837	.834
Overall	0.784	0.781

The study aimed at attaining more than 07 coefficient value ratio. Since the overall coefficient was above, according to Amin (2005), this implies that the items used in this study were reliable and internally consistent. The reliability coefficient obtained for this study was also consistent with Tavakol and Dennick (2011) who proposed that a Cronbach's Alpha value of 0.6 is acceptable.

3.11 Data Presentation and Analysis

The process began by editing interview guides and questionnaires. This was done to ensure uniformity, accuracy and consistency of the questions raised. This was followed by tabulation, which involved arranging data in tables in order to fit a particular statistical test and analysis. The analysis emphasized the impact of employee motivation on employee performance bearing in mind the objectives of the study.

The researcher checked the data collected thoroughly for comprehensiveness, completeness, accuracy and uniformity. Frequency tables were then drawn accordingly to record frequency, distribution and percentages, while graphs presented some data for easy comparison.

Furthermore, the collected data were also edited, coded, and analysed using decryption. Editing means process of examining the collected raw data to enable detecting of errors and omission and correcting mistakes. The basic purpose of editing was to secure quality of the data and involved inspection and, if necessary, checking of the retained questionnaire or interview schedules.

Coding the data means the data to be collected assigned by numerical or classes (Kothari, 2015). Alphanumerical codes were used to assign letters or symbols and numeric codes were used in assigning numbers during presentation of the data. Classification was conducted by arranging collected data in groups and classes on the basis of their common characteristics. Data having common traits was put in one class and classified according to attributes or class interval.

In tabulation the collected data were summarized and displayed in compact form so that to enable them to be easily analyzed. Lastly, the analysis of the collected data so as to formulate the conclusion was done.

3.12 Ethical Considerations

Ethics is a moral philosophy that deals with individual conduct shaping up one's behaviour (Mugenda & Mugenda, 2003). This research attracts no personal gain to the researcher to cause negative effects on others; all respondents were taken as people of integrity. The other ethical issues taken care of included plagiarism and fraud. This was avoided by the researcher by acknowledging all works consulted or reviewed in this study. The researcher also protected the identity of all respondents and assurance was clearly indicated to the respondents in the opening pages of the questionnaire to raise their confidence levels before responding. Finally, the questionnaires used to collect data were destroyed after analysis.

Ensuring confidentiality of the study subjects was maximized during the study. This was done through using codes to conceal their identity and using questions that do not need their names

among others. All information was treated with at most confidentiality. Only the researcher had access to the raw data and stored it in a password protected file in a computer.

Informed consent was sought from all eligible participants prior to data collection or prior to their participation. Participation was voluntary, subject to informed consent. All prospective participants received information explaining to them the purpose of the study and the significance and benefits for their participation.

3.13 Limitation and Delimitations of the study

The research had certain limitations and this was confined to the Directorate of Public Prosecutions (DPP) due to lack of time and adequate financial resources. Also, the time frame for the completion of this research was a major limiting factor which affected the conduct of a comprehensive research on the effect of employee motivation on the output of employees of Public Service of Uganda. In addition, the non-co-operative attitude of some of the respondents reduced the number of people to be interviewed than what the researcher originally intended to. Finally, inadequate financial resources and lack of readily organized data were limiting factors. However, in spite of these constraints, all effort was made to come out with thorough and reliable research.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.1 Introduction

The chapter highlights the biographic descriptions of the respondents in terms of Sex/ gender, Age difference, marital status, level of education, in relation to their views and perceptions about the effectiveness of motivation and organizational performance of ODPP as a public service agency in Uganda. This chapter further presents the responses concerning the study objectives which include: to find out how the ODPP motivates its employees; to find out the performance of employees at the ODPP and how motivation influences perceived performance of the employees in the ODPP.

4.2 Research demographics of participants for quantitative results and frequencies

Table 4.1: Demographics of Respondents

Category		Frequency	%
Sex			
	Female	104	48.1
	Male	112	51.9
Age			
	18-28	8	3.7
	29-39	98	45.4
	40-50	95	44.0
	51 and above	15	6.9
District			
	Gulu	18	8.3
	Jinja	30	13.9
	Kabale	18	8.3
	Kabarole	15	6.9
	Kampala	13	6.0
	Mbale	15	6.9
	Mbarara	08	3.7
	Mubende	25	11.6
	Head Office	73	33.7

Source: Field Data, 2021

The study involved different persons with different sex and age groups that is to say the study recruited at least close to 48.1% females and 51.9% males. The respondents were also of different age groups; for instance the study invited over 45.4% respondents of 29- 39 years, 44.0% of members of 40 to 50 years and only 3.7% and 6.9% of those with 18 to 28 years and 51 years and above respectively. The respondents were evenly selected from various districts. Most of the respondents were selected from Jinja (13.9%), Mubende (11.6%), Gulu (8.3%), Kabale (8.3%), 6.9% for both Kabarole and Mbale each and Kampala (6.0%). The other district involved in this study was Mbarara with the only 3.7 per cent.

Most of the study respondents were diploma holders at 48%, closely followed by Bachelor's degree holders at 41%. A small section of only reported to have Masters' degrees (9%), postgraduate diplomas (2%) and others (1.2%).

Figure 4.1: Figure showing level of education of respondents

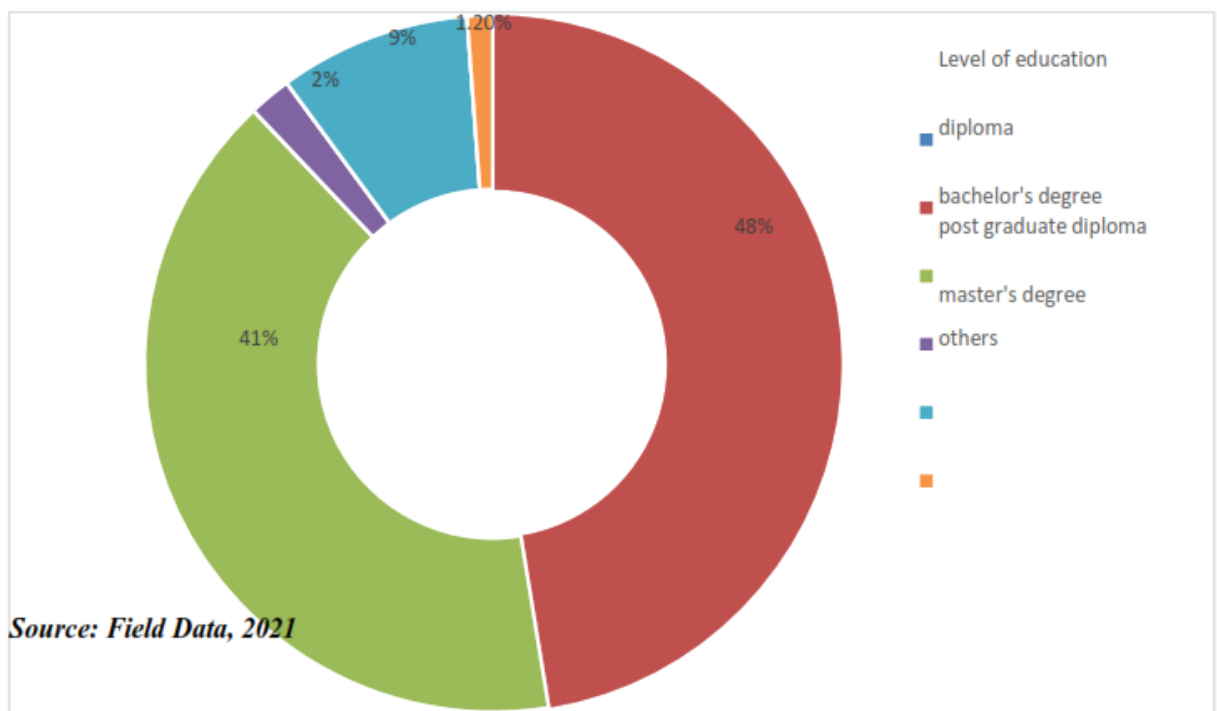
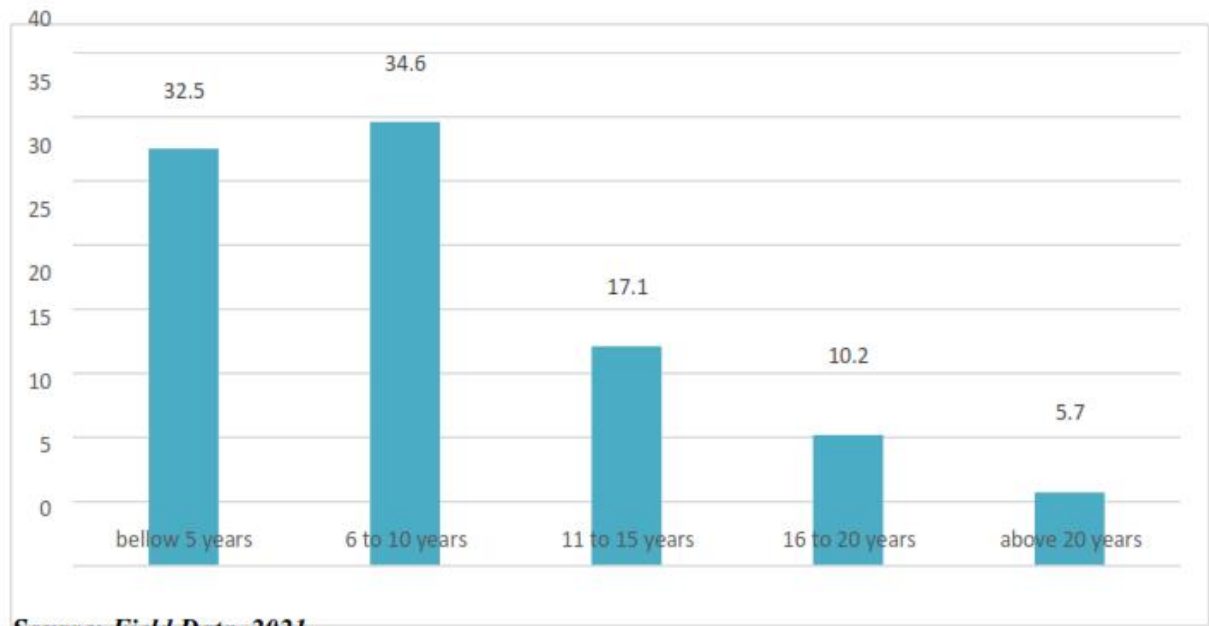


Figure 4.2: Figure showing how long officials have spent working for their departments in percentages

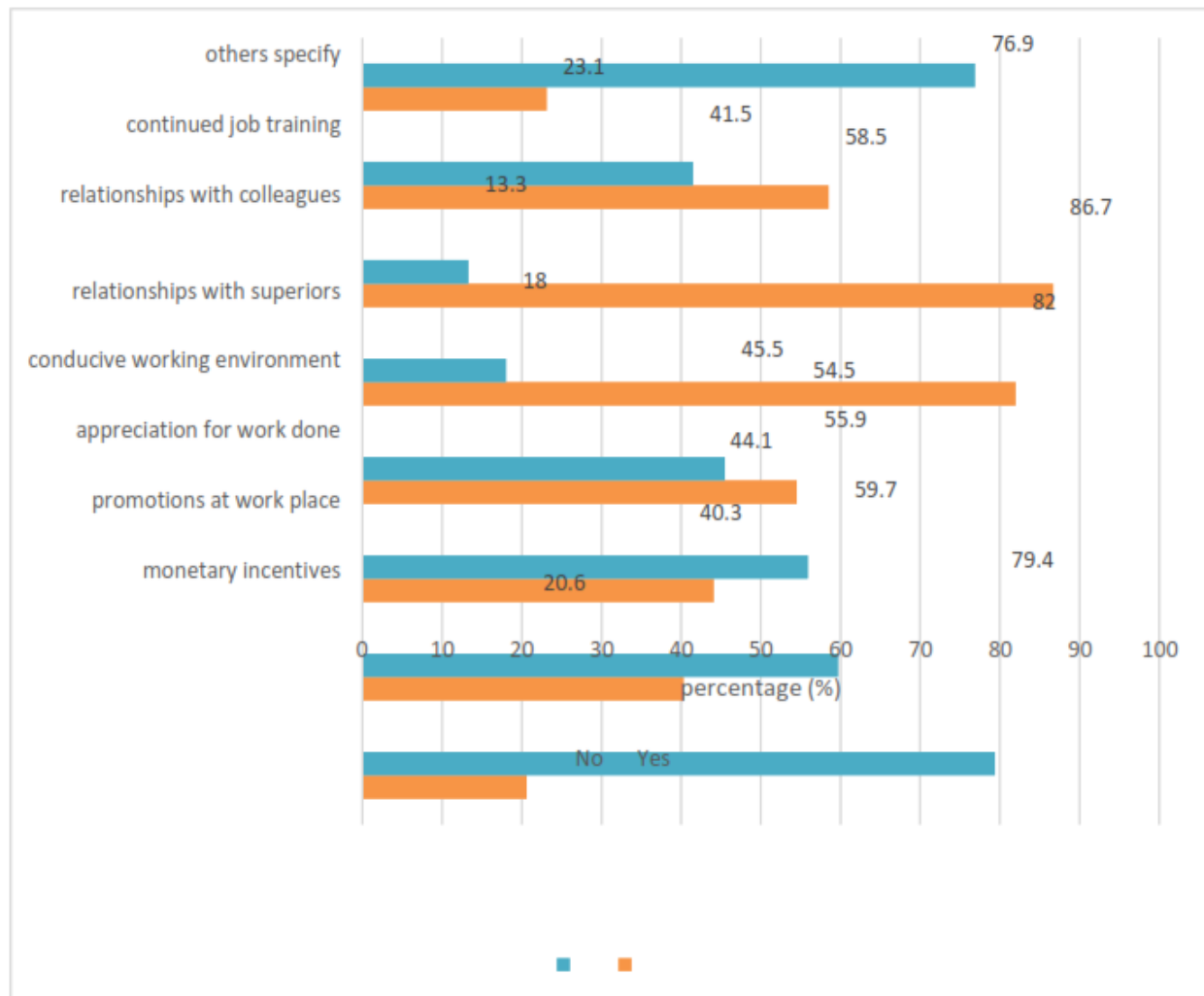


Source: Field Data, 2021

The respondents were asked how long they had spent working for their departments. A large cluster of respondents stated that they had been working at the ODPP for at least 6 to 10 years (34.6%). Others also stated that they had worked for their departments for less than five years (32.5%). A proportion of 17.1% and 10.2% stated that they had pended there 11 to 15 year and 16 to 20 years respectively. A small proportion of 5.7% stated that they had spent 20 years and above in that department

4.3 Motivation of ODDP Employees

Figure 4.3: Graph showing proportion who mentioned Factors that motivate employees at their work place in the ODPP



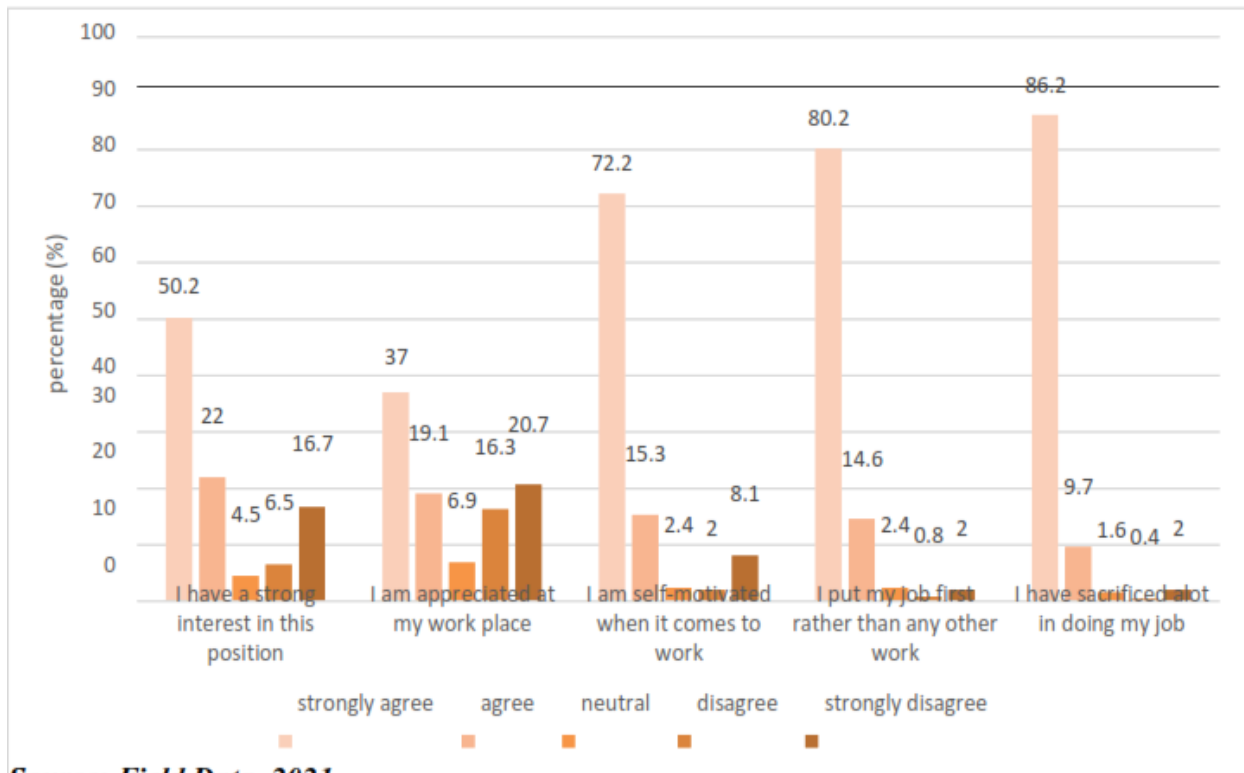
Source: Field Data, 2021

Respondents were asked to state the modes of motivation that were in place at their work places. Many of them stated that at their work place, monetary incentives were available as a mode of motivation while roughly 20% did not have. Approximately 60% of the respondents mentioned that they had promotions at their work place as a mode of motivation more than 40% of their counterparts who did not have. With a difference of over 10%, more respondents stated that they did not have appreciation of work done as a mode of motivation at their places of work at 55.9% compared to those who had at 44.1%. Slightly more respondents also mentioned that they had a conducive working environment (54.5%) compared to those who did not at 45.5%. The majority respondents also stated that they had a good relationship with the superiors and colleagues at 82% and 86.7% respectively compared to those who did not at 18% and 13.3%. Slightly more

than a half of the respondent also stated continued job training at 58.5% compared to those who did not 41.5%.

4.3.1 Intrinsic motivation of ODPF employees

Figure 4.4: Graph showing participants attitudes and perceptions on level of performance under intrinsic motivation



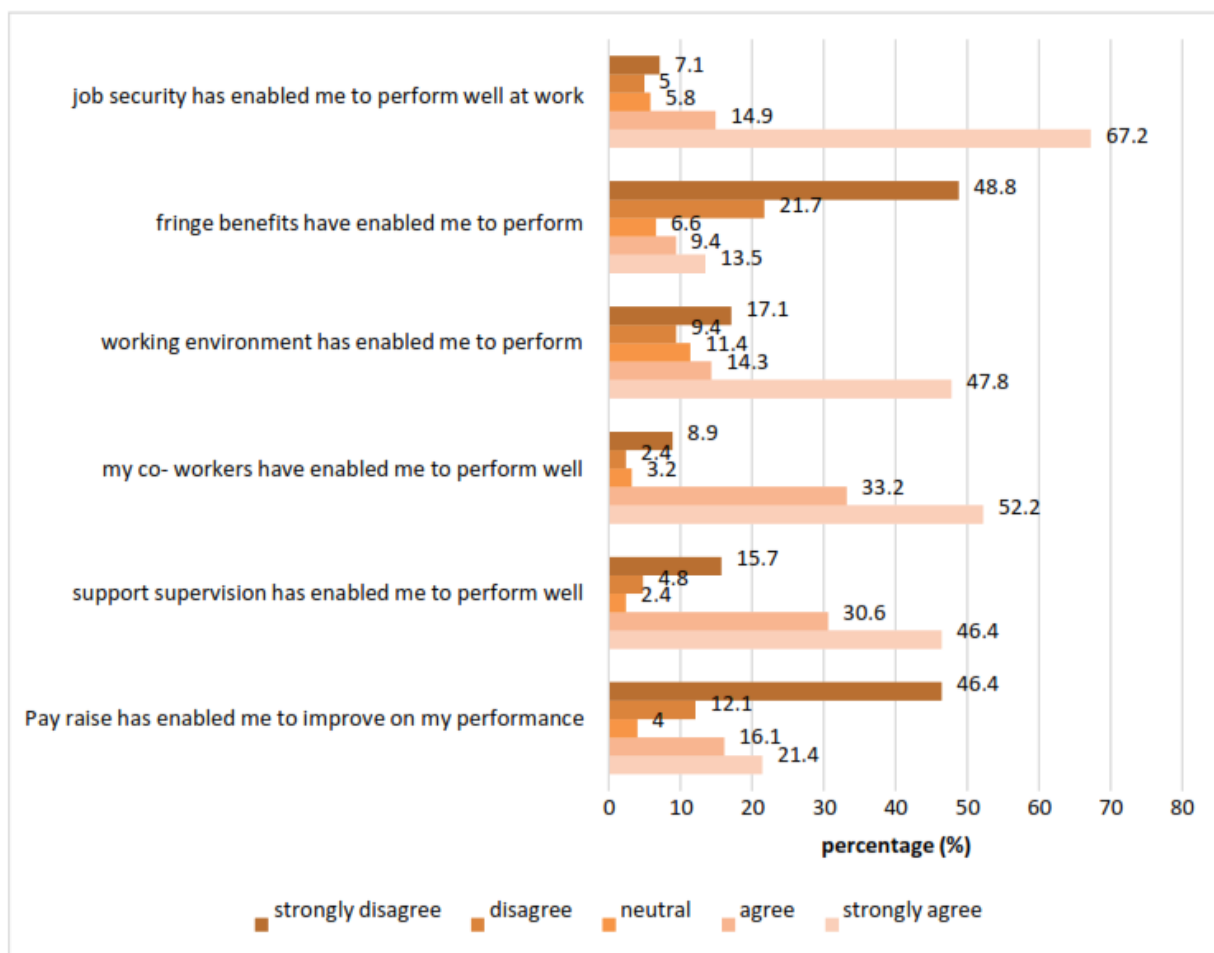
Source: Field Data, 2021

The participants were asked about their attitudes towards their working environment. A half of the respondents strongly agreed that they had a strong interest in their position, followed by 22% who agreed to the notion. Although 4.5% stated that they were neutral, almost 17% stated that they strongly disagreed with the statement “*I have a strong interest in this position*”, fairly above those who disagreed (6.5%). Close to 40% of the respondents strongly agreed that they were appreciated at their work place, a statement that only 19% agreed on. A significant 20.7% and 16.3 % strongly disagreed and disagreed respectively to the statement that “*I am appreciated at my work place.*” Close to three quarters of the respondents reported to strongly agree to the notion “*I am self-motivated when it comes to work.*” Although only 15% stated that they agreed to the notion, they were still higher than those who strongly disagreed (8.1%), disagreed (2.0%)

and neutral (2.4%) to that statement. To another statement, “*I put my job first rather than any other work,*” almost all the respondents at 80.2% and 14.6% strongly agreed and agreed respectively. Only 2.4% were neutral, closely above those who strongly disagreed (2.0%) and disagreed at less than one per cent. The study also revealed that 86.2% of the respondents strongly agreed to a statement “*I have sacrificed a lot in doing my job.*” Ten per cent (10%) also agreed to the statement although 2.0% and 0.4% stated that they strongly disagreed and disagreed respectively.

4.3.2 Extrinsic motivation and degrees of perceived performance

Figure 4.5: Graph showing participants and their perception on the level of performance being extrinsically motivated



Source: Field Data, 2021

4.4 Motivation and the level of performance intrinsically driven

Table 4.1: Relation between salary raise as motivator of employees and their perceived performance at work

Salary raise	strongly agree	agree	neutral	disagree	strongly
	I am appreciated at my work place				
No	29.3%	16.7%	5.3%	18.7%	30.0%
Yes	49.0%	22.9%	9.4%	12.5%	6.3%
	I am self-motivated when it comes to work				
No	65.8%	17.8%	3.3%	1.3%	11.8%
Yes	82.3%	11.5%	1.0%	3.1%	2.1%
	I put my job first rather than any other work				
No	78.1%	15.2%	2.0%	1.3%	3.3%
Yes	83.3%	13.5%	3.1%	0.0%	0.0%
	I have sacrificed a lot in doing my job				
No	82.4%	11.1%	2.6%	0.7%	3.3%
Yes	92.6%	7.4%	0.0%	0.0%	0.0%

Source: Field Data, 2021

The findings also revealed that 49.0% of the persons with salary raise as motivation factor strongly agreed that they were appreciated at their work place above those who agreed to the same notion (22.9%); although 9.4% were undecided/ neutral, 12.5% and 6.3% disagreed and strongly disagreed respectively. The findings also revealed that among those who stated that they did not have salary raise as a motivation factor in their department, close to 50% of either disagreed (18.7%) or strongly disagreed (30%) with the notion “*I am appreciated at my work place.*” A relative equivalent proportion of about 50% also either agreed or strongly agreed to the same notion “*I am appreciated at my work place.*” At 16.7% and 29.3% respectively almost all of the respondents who mentioned that they had salary raise at their work place either strongly agreed (82.3%) or agreed (11.5%) to the statement “*I am self-motivated when it comes to work.*” Although only 1.0% were neutral, 3.1% and 2.1% disagreed or strongly disagreed respectively. A large proportion of those who stated that they did not have salary raise as a motivation factor

strongly disagreed and disagreed to the statement “*I am self-motivated when it comes to work.*” The data also reveals that 3.3% were undecided, disagreed (1.3%) and strongly disagreed (11.8%). Approximately all the those with salary raise as a motivating factor either strongly agreed or agreed to the statement “*I put my work rather than any other work*”, leaving only 3.1% undecided/ neutral. Although 3.3% and 1.3% of those who stated not to have salary raise strongly disagreed and disagreed respectively, 2.0% were undecided and all the others either strongly agreed (78.1%) or agreed (15.2%) to the notion “*I put my job first rather than any other any other work.*” The data also revealed that 92.6% and 7.4% either strongly agreed or agreed that they had salary raise as a motivating factor. Almost similar to those who had salary raise as a motivation factor, roughly all the persons who stated that they did not have salary raise as a motivation factor either strongly agreed or agreed to the statement leaving only 2.6%, 3.3% and 0.7% who were undecided, strongly disagreed and disagree respectively.

4.4.2 Factors that motivate employees/monetary incentives vs perceived job performance

Table 4.2: Factors that motivate employees/monetary incentives vs perceived job performance

	strongly agree	agree	neutral	Disagree	strongly
	job security has enabled me to perform well at work				
No	68.2%	9.5%	5.4%	5.4%	11.5%
Yes	65.6%	23.7%	6.5%	4.3%	0.0%
	I am appreciated at my work place				
No	30.6%	20.2%	6.7%	16.6%	25.9%
Yes	62.7%	13.7%	7.8%	13.7%	2.0%
	I am self-motivated when it comes to work				
No	69.7%	16.9%	1.5%	1.5%	10.3%
Yes	82.4%	9.8%	3.9%	3.9%	0.0%
	I put my job first rather than any other work				
No	81.4%	13.4%	2.1%	0.5%	2.6%
Yes	74.5%	19.6%	3.9%	2.0%	0.0%
	I have sacrificed a lot in doing my job				
No	86.1%	9.3%	1.5%	0.5%	2.6%
Yes	86.3%	11.8%	2.0%	0.0%	0.0%

Source: Field Data, 2021

The findings also revealed that 90% of those who mentioned that they had monetary incentives either strongly agreed (65.6%) or agreed (23.7%) above those who were undecided/ neutral (4.3%) and disagreed (6.5%) to the statement “job security has enabled me to perform well at work. It was also revealed that 68.2% and 9.5% of those who said that they did not have monetary incentives strongly agreed and agreed to the statement job security has enabled them to perform well at work. Slightly more than 20% of those who sated not have monetary incentives either disagreed (5.4%) strongly disagreed (11.5%) or were neutral (5.4%). The study also revealed that a larger proportion of the respondents who had monetary incentives as a motivating factor at their department either strongly agreed (62.7%) or agreed (13.7%) to the statement “I am appreciated at my work place”; although 7.8% where neutral or undecided, 13.7% disagreed and 2.0% strongly disagreed with the statement. Slightly more than half of those without monetary either agreed or strongly to the statement that “I am appreciated at my work place.” Without a large difference, a large portion of persons without monetary incentive as motivating factor either disagreed (16.6%) or strongly disagreed (25.9%) to the statement “I am appreciated at my work place.”

Almost all the respondents strongly agreed (82.4%), agreed (9.8%) or neutral (3.9%) when the entire person who reported to have monetary incentives was asked whether they agree or not to the statement “I am self-motivated when it comes to work.” Despite only 2.0% disagreeing to the statement, almost all the respondents who reported to have monetary incentives either strongly agreed or agreed to the statement. A large section of those who reported not to have monetary incentives also strongly agreed (69.7%) or agreed (16.9%) to the statement “I am self-motivated when it comes to work”; although a small proportion of 10.3% and 1.5% strongly disagreed or disagreed respectively to the statement. Most of the people who reported to have monetary incentives as a motivating factor either agreed (19.6%) or strongly agreed (74.5%) and others either disagreed (3.9%) or were undecided (3.9%) to the statement “I put my job first rather than any other work.” Persons who have no monetary incentives as motivating factor in their departments mostly agreed (13.4%) or strongly agreed (81.4%) to the statement above those who those who either disagreed (0.5%), strongly disagreed (2.6%) or neutral (2.1%).

All the respondents who reported to have monetary incentives also agreed (11.8%), strongly agreed (86.3%) or were undecided (2.0%) to the statement “I have sacrificed a lot in doing my job.” The study also revealed that roughly all the people who said that they did not have monetary

Table 4.3: Factors that motivate employees/ promotion at work place and perceived performance at work

	strongly agree	agree	neutral	Disagree	strongly
	job security has enabled me to perform well at work				
No	68.4%	12.6%	5.3	5.8	7.9%
Yes	61.2%	24.5%	8.2	2.0	4.1%
	I am appreciated at my work place				
No	22.6%	18.5%	5.5	21.2	32.2%
Yes	58.6%	19.2%	9.1	9.1	4.0%
	I am self-motivated when it comes to work				
No	67.6%	15.5%	3.4	1.4	12.2%
Yes	78.8%	15.2%	1.0	3.0	2.0%
	I put my job first rather than any other work				
No	80.3%	12.9%	2.7	0.7	3.4%
Yes	79.8%	17.2%	2.0	1.0	0.0%
	I have sacrificed a lot in doing my job				
No	84.4%	8.8%	2.7	0.7	3.4%
Yes	89.9%	10.1%	0.0	0.0	0.0%

Source: Field Data, 2021

The study further revealed that slightly more than 90% of the respondents who stated to have promotions at their work place either strongly agreed (61.2%), agreed (24.5%) or were undecided (8.2%); only a small proportion disagreed (2.0%) and strongly disagreed (4.1%). The study also revealed that most of the people without promotions at their work place also strongly agreed (68.4%) agreed (12.3%) or were undecided (5.3%) although close to 15% either disagreed or strongly disagreed. When asked about appreciation at their work place, 58.6% and 19.2% of those who cited to have promotion at their work strongly agreed and agreed

respectively. However, close to 25% of the respondents also disagreed (9.1%) or strongly disagreed (4.0%) or were undecided (9.1%). For those who reported not to have promotions at their work places, slightly less than 60% either strongly disagreed (32.2%), disagreed (21.2%), or were undecided (5.5%) to the statement “I am appreciated at my work place,” despite a smaller section agreeing (18.5%) and strongly agreeing (22.6%) to the same statement. Respondents who reported to have promotions at their work place also largely agreed (15.5%) or strongly agreed (78.8%) to the statement “I am self-motivated when it comes to work,” leaving only 5% to either disagree or strongly disagree with the same statement at 3.0% and 2.0% respectively. Without significantly large difference, most of the respondents who reported not to have promotion at their work place also strongly agreed or agreed to the statement “I am self-motivated when it comes to work” at 67.6% or 15.5% respectively; even when a more than 15% disagreed (1.4%), strongly disagreed (12.2%) or were undecided (3.4%).

Persons who revealed that they had promotions at their work place also largely agreed (19.2%) and strongly agreed (78.8%) that they put their jobs first rather than any other work more than those who disagreed (1.0%) or were undecided (2.0%). Just like those who had promotion at work place, most of the persons without promotion at their workplace also strongly agreed (67.6%) or agreed (12.4%) to the statement “I put my job first before any other work” more than those who disagreed (0.7%) or strongly disagreed (3.4%) to the same statement. Regardless of their department having job promotion as a motivating factor, most of the respondents strongly agreed (Yes=89.9%, No=84.4%) or agreed (Yes=10.1%, No=8.8%) to the statement that “I have sacrificed a lot in doing my job.” However, a small proportion of those who did not have promotion at their work disagreed (0.7%) or strongly disagreed (3.4%) with the statement.

Table 4.4: Factors that motivate employees/ conducive working environment and perceived intrinsic motivation at work

conducive working	strongly agree	agree	neutral	disagree	strongly disagree
	job security has enabled me to perform well at work				
No	30.0	14.5	4.5	20.9	30.0
Yes	42.9	22.6	9.0	12.8	12.8

	I am appreciated at my work place				
No	62.2 %	20.7 %	0.9 %	2.7 %	13.5 %
Yes	80.6 %	11.2 %	3.0 %	1.5 %	3.7 %
	I am self-motivated when it comes to work				
No	79.1 %	15.5 %	1.8 %	0.0 %	3.6 %
Yes	81.3 %	13.4 %	3.0 %	1.5 %	0.7 %
	I put my job first rather than any other work				
No	83.8	10.8	1.8	0.0	3.6
Yes	88.7	8.3	1.5	0.8	0.8
	I have sacrificed a lot in doing my job				
No	15.3 %	9.9 %	3.6 %	10.8 %	60.4 %
Yes	26.1 %	20.9 %	4.5 %	13.4 %	35.1 %

Source: Field Data, 2021

The study also revealed that a large section of those who had stated that they had a conducive working environment had either strongly agreed (42.9%) or agreed (22.6%) to the statement “job security has enabled me to perform well at work” even though some disagreed (12.8%) or strongly disagreed (12.8%). Close to a half of those that reported not to have conducive working environment agreed (14.5%) or strongly agreed (30%) or were undecided (4.5%) to the statement that job security had enabled them to perform well at their work. Without much difference, a larger proportion disagreed (20.9%) or strongly (30%) with the statement “job security has enabled me to perform well at work. Almost the respondents who reported to have conducive working environment also agreed (11.2%) or strongly agreed (80.6%) to the statement “I am appreciated at my work place.” Although 3.0% were undecided, the rest either disagreed (1.5%) or strongly disagreed (3.7%). Without much difference on whether one’s department had conducive working or not, most of the respondents either strongly agreed (Yes=81.3%, No=79.1%), or agreed (Yes=13.4%, No=15.5%), to the statement “I am self-motivated at my work place.” And small proportions either disagreed (Yes=1.5%, No=0.0%), strongly disagreed (Yes=0.7%, No=3.6%). The study also revealed that most of the respondents regardless of the department working conditions, almost all of the respondents strongly agreed (yes=88.7% no=83.8%) or agreed (Yes=8.3%, No=10.8%) that they put their jobs first rather than any other work. Only a few either disagreed (Yes=1.8%, No=0.0%) or strongly disagreed (Yes=0.8%, No=3.6%) to the statement.

Most of the persons who reported not to have good working conditions either disagreed (10.8%) or strongly disagreed (60.4%) to the statement “I have sacrificed a lot in doing my job.” Although 3.6% were undecided, 15.3 and 9.9% reported to strongly agree and agree with the statement. Roughly 50% of the respondents who had good working conditions strongly disagreed (35.1%) and disagreed (13.4%) to the statement “I have sacrificed a lot in doing my job.” And this was mildly higher than those who either agreed (26.1%) to the statement or strongly agreed (20.9%).

Table 4.5: Continued job training as a motivation at work place and perceived intrinsic motivation affecting performance

	strongly agree	agree	neutral	disagree	strongly
	job security has enabled me to perform well at work				
No	28.4	14.7	7.4	18.9%	30.5
Yes	45.6	20.6	5.9	15.4%	12.5
	I am appreciated at my work place				
No	74.0	13.5	2.1	0.0	10.4
Yes	75.2	13.9	1.5	3.6	5.8
	I am self-motivated when it comes to work				
No	83.2	12.6	1.1	0.0	3.2
Yes	78.8	15.3	2.9	1.5	1.5
	I put my job first rather than any other work				
No	85.6	7.2	3.1	1.0	3.1
Yes	86.7	11.1	0.7	0.0	1.5
	I have sacrificed a lot in doing my job				
No	16.7	12.5	5.2	9.4	56.3
Yes	26.3	19.7	3.6	13.9%	36.5

Source: Field Data, 2020

The study also reported that most persons who had continued training as a motivating factor in their departments mostly agreed (20.6%) or strongly agreed (45.6%) to the statement “job security has enabled me to perform well at work”. Slightly large proportions also disagreed (15.4%) or strongly disagreed (12.5%) to the statement. Most of the respondent who reported not

to have continued job training disagreed (18.9%) or strongly disagreed (30.5%) with the statement leaving only 28.4% and 14.7% who agreed and strongly agreed respectively with the statement. Roughly 75% of the persons who had continued job training strongly agreed to the statement “I am appreciated at my work place”. This is slightly more than those who don’t have continued job training at their work place. 13% respondents in either category also agreed to the statement “I am appreciated at my work place”. Although a larger proportion of those who don’t have continued job training strongly disagree with the narrative, close to 10% of those with continued job training either disagreed (3.6%) or strongly disagreed (5.8%) with the statement. It was also revealed that without a difference on whether one has continued job training as a motivating factor in their department or not, most of the respondents either strongly agreed (Yes=78.8%, No= 83.2%) or agreed (Yes=1.1%, No= 2.9%) to the narrative “I am self-motivated when it comes to work.” It was further revealed that without much difference, few people disagree (Yes=1.5%, No= 0.0%) strongly disagreed (Yes=3.2%, No= 1.5%) and undecided (Yes=0.7%, No= 3.1%). It was also revealed that almost all respondents without disparity on whether they had continued training as a motivating factor or not, they strongly agreed (Yes=85.6%, No= 86.7%), agreed (Yes=11.1%, No= 7.2%) or were undecided (Yes=0.7%, No= 3.1%) to the statement “I put my job first rather than any other work”. It was also cited that roughly fifty percent of the respondents who reported to have continued job training as a motivating factor at their work places either agreed (19.7%) strongly agreed (26.3%) or were undecided (3.6%) to the statement “I have sacrificed a lot in doing my job.” The other half reported to either disagree (13.9%) or to strongly disagree (36.5%) with the statement. A larger proportion of those who reported not to have continued training as a motivating factor either disagreed (9.4%) or strongly disagreed (56.3%) or were undecided (5.2%) with the statement “I have sacrificed a lot in doing this job” however others also agreed (19.7%) and strongly agreed (26.3%) with the same statement.

4.5 Factors of motivation and perceived performance of employees driven extrinsically

Table 4.6: Factors that motivate employees/conducive working environment and the perceived extrinsic drivers of performance at work places within the ODPP

conducive working	strongly agree	agree	Neutral	disagree	strongly disagree

	Pay raise has enabled me to improve on my performance				
No	37.8%	27.9%	2.7%	4.5%	27.0%
Yes	53.0%	32.8%	2.2%	5.2%	6.7%
	support supervision has enabled me to perform well				
No	49.1%	31.8%	3.6%	1.8%	13.6%
Yes	54.5%	34.3%	3.0%	3.0%	5.2%
	working environment has enabled me to perform				
No	7.4%	3.7%	4.6%	21.3%	63.0%
Yes	18.8%	13.5%	8.3%	22.6%	36.8%
	fringe benefits have enabled me to perform				
No	65.1%	13.8%	3.7%	6.4%	11.0%
Yes	69.0%	15.5%	7.8%	3.9%	3.9%

Source: Field Data, 2020

The study revealed that almost all the respondents who reported to have conducive working environment either strongly agreed (53.0%), agreed (32.8%) or were neutral (2.2%). It was also revealed that a small proportion either disagreed (5.2%) or strongly disagreed (6.7%). Most of the reported who did not have a conducive working either agreed (27.9%) or strongly agreed (37.8%) or were undecided (2.7%) to the statement “pay raise has enabled me to improve on my performance.” Slightly more than 30% strongly disagreed (27.0%) or disagreed (4.5%) to the statement. The persons with conducive working environment also largely strongly agreed (54.5%) or agreed (34.3%) to the statement “support supervision has enabled me to perform well” although a few people also disagreed (3.0%) or strongly disagreed (5.2%) to the same statement. It was also cited that almost a half of those who had stated that they did not have conducive working environment strongly agreed to the statement “supportive supervision has enabled me to perform well.” Slightly more than a third also agreed leaving only 5.2%, 3.0% and 3.0% to either strongly disagree, disagree, or undecided respectively. Over 80% of persons who had conducive working environment either strongly agreed (54.5%), agreed (34.3%) or were neutral (3.0%) and only 10.6% and 4.5% strongly disagreed and disagreed respectively.

Most of those who reported to have a conducive working environment disagreed (22.6%) and strongly disagreed (36.8%) to the statement “the working environment has enabled me to perform well” despite less than a third agreeing (13.5%) and strongly agreeing (18.8%) and only 9.1% remaining neutral. Those who stated that they did not have a conducive working

environment largely strongly disagreed (63.0%) with the statement followed by those who disagreed (21.3%). 7.4% and 3.7% also reported to strongly agree and agree respectively to the statement “working environment has enabled me to perform well”. The statement “fringe benefits have enabled me to perform” was largely strongly agreed (Yes=69.0%, No=65.1%) and agreed (Yes=15.5%, No=13.8%) on by both persons with and those without conducive working environment. More people with conducive working environment were neutral than their counterparts who said they did not have conducive working experience at 7.8% and 3.7% respectively. More proportions of persons with no conducive working conditions disagreed (6.4%) and strongly disagreed (11.0%) with the statement than their counterparts (Disagree=3.9%, strongly disagreed=3.9%).

Table 4.7: Continued job training as a motivating factor in determining performance employees at the ODDP as an extrinsic factor influencing perceived performance of employees

Continued job training	strongly agree	agree	neutral	disagree	strongly disagree
	Pay raise has enabled me to improve on my performance				
No	40.6	31.3	3.1	6.3	18.8
Yes	51.8	30.7	2.2	2.9	12.4
	support supervision has enabled me to perform well				
No	53.7	27.4	6.3	2.1	10.5
Yes	50.4	36.5	1.5	2.9	8.8
	working environment has enabled me to perform				
No	14.7	8.4	6.3	15.8%	54.7
Yes	13.4	10.4	7.5	26.1%	42.5
	fringe benefits have enabled me to perform				
No	66.3	17.9	1.1	4.2	10.5
Yes	67.2	12.7	9.0	6.0	5.2

Source: Field Data, 2021

The study revealed that a significantly large proportion of both those with continued training and those without this motivation factor either agreed (Yes=30.7%, No=31%) or strongly agreed (Yes=51.8%, No=40.6%) to the statement “pay raise has enabled me to improve on my performance.” More persons who stated not to have continued job trained than their counterparts who had this motivation factor disagreed (Yes=2.9%, No=6.3%) and strongly

disagreed (Yes=12.4%, No=18.8%), leaving a small proportion neutral (Yes=3.1%, No=2.2%). It was also revealed that with a small disparity both persons with continued training and those without this motivation mostly strongly agreed (Yes=50.4%, No=53.7%) and agreed (Yes=36.5%, No=27.4%) with the statement “supportive supervision has enabled me to perform well.” Although roughly ten per cent of the respondents strongly disagreed (Yes=8.8%, No=10.3%) and disagreed (Yes=2.9%, No=2.1%) with the statement, few were neutral (Yes=1.5%, No=6.3%). A noticeable proportion of both those who stated that they had continued job training as a motivating factor and those who did not strongly disagreed and disagreed with the statement “working environment has enabled me to perform.” Twenty per cent either strongly agreed (Yes=13.4%, No=14.7%) or agreed (Yes=8.4%, No=10.4%) to the statement and only neutral (Yes=1.5%, No=6.3%). A large proportion without significant disparity between whether one’s department having continued job training or not agreed (Yes=12.7%, No=17.9%) and strongly agreed (Yes=67.2%, No=66.3%) to the statement “fringe benefits have enabled me to perform.” A lower proportion were also noticed among those who disagreed (Yes=6.0%, No=4.2%) and strongly disagreed (Yes=5.2%, No=10.5%) to the statement.

4.6 Qualitative results

Table 4.8: summary of themes, subtheme and key issues on employee performance and motivation in the public service of Uganda, the case of the ODPP

Theme	Sub, theme	Code
i. Motivation and performance	i. Salary factor	i. Salary enhancement
	ii. Monetary motivation	ii. Lack of training in specific roles
	iii. Growth/Promotions opportunity	iii. Lack of allowances
ii. Intrinsic motivation and performance at the ODPP	iv. Reward and recognition	iv. Lack of medical insurance
	v. Incentives	v. Lack of transport to work
	vi. Work life balances	vi. Provision of resources, laptops
		vii. Job security for government officials

		viii. Support supervision from
		ix. Lack of fringe benefits
		x. Accommodation
		xi. Heavy work load
		xii. Absenteeism
		xiii. Security

Source: Field Data, 2021

4.7 Extrinsic motivation factors and performance at the ODPP

The 16 respondents were reached out for a qualitative interview working directly under the office who included chief magistrates, state attorneys heading stations, heads of department at ODPP headquarters and 2 investigators from the Criminal Investigations Directorate of the Uganda Police. Five (5) of the respondents were female.

The majority of the respondents when asked about the motivations in place in the workplace responded that there was quite some form of motivation in the work place:

“....well, we don’t have quite a number but at the moment we have a training that has been undertaken by the Institution which trainings are aimed at skilling the staff, and we also have studies that have been conducted by sister agencies. There is some staff that is being sponsored for further studies by the Institution, on top of the individual private trainings that have been encouraged by our bosses. And even other staffs are being sponsored for further studies abroad, all this is to motivate and skill staff....” Male respondent

“...mine is surely the support I get from colleagues and my supervisor....” Female respondent

More participants mentioned salary increment as part of the way they were being motivated.

“..... salary increment is Number one, promotion.” Male respondent

„.....I would say improving remuneration because in the recent past the government has been improving the salaries for judicial officers and also the other staff, and also they have been trying to improve the allowances as we meet the other expenses so these are motivators and of course improving on the work environment, and giving us the working tools computers and others and of course the office stationery and the rest.....” Male Respondent

“.....well, there are other allowances we receive, like backlog fund to help us in investigations, and clearing the backlog cases, we have fuel, though it's not enough but at least it's there, those are some of the few incentives that are motivating us as OC/CIDs we don't have specific allowance to motivate them.....” Male respondent.

“.....well, like there is support supervision from my supervisor here, he is not a bad supervisor, he gives the information you need, you can consult him even the colleagues, we coordinate here but in respect to the fringe benefits and appreciations and those other benefits, we don't get any....”. Female, respondent

Other respondents however intimated the lack of tenable motivation in the office while working in the ODPP:

“.....particularly I cannot say there is any motivation strategy apart from the salary that we earn, there is nothing else that is in place to motivate staff or the workers here which I think is really unfortunate...”, Female

One respondent was optimistic about the motivation in place when asked about motivation in place in their work place and hinted on the long overdue promotion:

“.....apart from the normal one of salary and others, officers feel frustrated for acting in the same positions for over five years but since there is current levels at the top, people are getting promoted perhaps we shall have to fill some positions as they go up...” Male Respondent

4.8 Employees' Performance at the ODPP

Participants described the reasons that affect performance of fellow employees and the attitudes that affect performance of employees at the ODPP and most of the respondents decried the backlog or heavy work load as one factor that limits their performance, and being understaffed as one participant narrates:

“.....They can hire more state attorneys and hire more judicial officers at the court because for me now, I can have like 500 cases, criminal cases, and you find that in a day you have 40 cases, you cannot execute properly if you have a lot of cases, you will receive more witnesses which you cannot listen to them or you cannot hear, so I think what can be done is recruit more staff.....”

Male respondent.

“There is need to have sufficient man power because as the ODPP we are under staffed and when you are under staffed you may not have quite a good output, when you have a lot of work to do, you may not effectively perform...”, Male respondent

Another four respondents also talked about improving on supervision and appraisals, better pay:

“...then what government can do is to improve on appraisals, on supervision, so that the staff are adequately appraised and supervised and you also asses the strength and weaknesses of the staff, so that they are properly allocated the work and given work according to their strength.....”, Male respondent

“.....I would say better payment, an employee who is best paid concentrates on the job because his challenges are limited, he pays school fees in time, you sleep well, you travel well, and he is assured of sustenance.....”, Male respondent

“.....one is the training, people need to be trained to do the specific assignments, secondly they need to be motivated through promoting them, the third thing is that they should be given allowances when they have been transferred to other places, they should be able to access accommodation, allowance and inconvenience allowance like for transport...” Male respondent.

“..... availability of sufficient allowance, provision of working tools is very important in improving performance.....”, Male respondent

However, the factor that negatively affected performance was raised to be absenteeism and among others as noted by the respondents below:

“...of the biggest issue is absenteeism, and people are absent because they are looking for other means of earning, you find that someone is escaping from work to go and maybe look for something so that they can go and look for money...” Male respondent

“.....stagnation in rank, when someone works on a given level for very many years without being promoted, that is very dangerous and demoralizes....” Male respondent

“...there is too much work, the work load is too much and yet we are few and that impacts on the performance as well, because if say you are working on 30 files a day in court you also have to be seen preparing court documents, you have to be seen doing comprehensive research work,

you have to be seen preparing reports, all of that is a lot of work. Just for one person...” Female respondent

And then the researcher noted that some respondents also decried the lack of training, salary disparities, as some of the factors that affect the performance of employees:

“...the Institution takes a long of time to train them and some of them are not inducted as officers or detectives some of us have taken long on the same rank, you take eight to ten years on the same rank without being promoted, it also demoralizes a bit, thirdly we have salary disparities, you find that your Junior is earning more than you, you find that the salary you are getting when you are on probation it is the same salary you’re getting when you are senior officer so we still have a lot of salary disparities.....” Male respondent.

*“...we need transport, we need accommodation, we need lunch and breakfast because at times you may find that we don’t have money to buy lunch, we don’t have money to buy breakfast, so if those things are in place. You cannot work on an empty stomach, if they are in place it motivates you to work better.....”*Female respondent.

When asked about ways their performance can be improved along the way, respondents stipulated various reasons among which included more growth opportunities:

“.....we are waiting time for increased funding, promotions among others which have been long overdue as in public service it’s the trend that every three years at least a public officer should get a promotion, now we are in positions for over five years, no promotion, no nothing, it’s a bit frustrating....” Male respondent

“...on behalf of my other colleague who have not been promoted, they need recognition for the work they do...” Female respondent

“.....I believe they need to provide resources which we need like books, for research which is lacking, laws which are amended because there are laws here which are not amended, then computers and internet for research which is not available...” Male respondent.

Participants mentioned their complaints that the workload is too much that leads to the increase in working hours.

“...salaries are low and all that, but its okay but is it commensurate to the workload, you feel the pressure on you, because if you work day in day out, one year in one year out, like on my station, we don’t get leave because getting leave means closing the station, we are already overwhelmed, now you ask for leave, so we work all year without leave, which officer works without leave.....” Male respondent

From the discussion with employees from the DPP, it is evident that motivation is the most significant element for this public service organization; and we see that motivation plays a significant role for the accomplishment of any organization.

There is increasing evidence that contingently administered recognition can be a powerful reinforcer to increase employee performance with recent studies (Anderfuhren-Biget et al., 2010) recognize the importance of motivation for organizational performance in both the private and the public sector. In the public organization under survey, the highest employee motives are an increase in their salaries, opportunities for advancement in the organization, as well as the development of their personal skills through trainings.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter of the study deals at length with addressing the objectives of the study as: to find out how organizations motivate their employees: to identify factors that motivate employees in ODPP; and, to assess the effect of employee motivation on the employee's performance in public service of Uganda with keen interest in the office ODPP.

5.2 Summary

This research examined the motivation and performance of public service in the ODPP. Based on the results of a mixed method, motivation was found to explain the perceived performance of Public Service employees in the ODPP.

The purpose of this study has been to compare employee motivation and its impact on work performance among public employees in the ODPP in Uganda.

Several studies (Anderfuhren-Biget et al., 2010) recognize the importance of motivation for organizational performance in both the private and the public sector. In the public organization under survey, the highest employee motivators are an increase in their salaries, opportunities for advancement in the organization, as well as the development of their personal skills. Moreover, workplace environment is also a top motivator. These findings are in line with previous literature (Manolopoulos, 2007; Islam and Zaki Hj. Ismail, 2008; Wiley, 1997) that have highlighted a raise in wages and promotion options as important motivating factors.

Herzberg's two-factor theory postulates that extrinsic or hygiene factors such as working conditions, company policies and administration, pay/financial benefits and interpersonal relationships with supervisors and employees do not motivate, but prevent dissatisfaction and pain. Their presence only provides the right environment for work. In Lindner's survey at the Ohio State University (Lindner, 1998) for instance, it was realized that working conditions are a primary concern of management as the working environment can determine the employees' performance and productivity. However, evidence shows that the settings in the workplace do

not have a serious impact on employee performance, but they can definitely soften or harden employee behaviours (Robbins, 2000).

Job security was one of the issues that came up during the discussions with some of the employees and health insurance as one of the fringe benefits required at the ODPP to guarantee the employee's job was another factor which employees hinted on to improve their performance.

5.3 Conclusions

As an important function of employees in any organizations or companies be it public or private, management must increase the motivation of their employees to perform better in organizations. Plenty of research has been conducted in the past decades on the topic of employee motivation using qualitative and quantitative approaches, and four predetermined factors that are salary, promotions, work-life balance, and reward/recognition were examined during the process.

As a result, it can be derived from several points as below.

- i. All of the examined factors (salary, promotion, work-life balance, and reward/recognition) influence employee's motivation to perform well in ODPP.
- ii. Overall, ODPP is expected to provide an appropriate salary for the employees as promised by the government. The salary is considered competitive compared with other companies in the same industry despite disparities and some sections in the ODPP decrying taxation yet their colleagues are not taxed and it meets with the employees' lifestyle. However, there is criticism in the delayed payment which is considered lower than the expectation, especially for support staff-level employees.
- iii. There is limited career path in ODPP as clear and fair based on individual performance though there are some complaints about the subjectivity of the performance evaluation.
- iv. ODPP still has to handle appropriation of their rewarding recognition for employees' performance in the form of financial incentives, a recognition certificate, direct verbal compliments.
- v. In contrast with salary, growth opportunity, and reward/recognition factors, there is a big criticism for work-life balance factors. Most employees argued that the workload and working hours are too high, which may affect the personal and social life.
- vi. In the exploratory process of other factors, there are several additional factors that the ODPP should pay attention to including: training, employee accommodation and welfare.

5.4 Recommendations

Through the conducted research and the results, there are numerous recommendations in terms of practical application in the ODPP to improve on the motivation of its employees and enhance performance. These recommendations are applicable for every public service department which mainly the Public Service Commission should focus on and these are: salary, promotions, work-life balance, and reward/recognition factors to maintain and increase the employees' motivation to perform excellently in the public service departments. The absence or low level of these factors will affect the employees' motivation, hence affecting their performance in return.

5.5 The researcher therefore recommends

- i. There is a need for a Salary policy review overtime rate for all employees.
- ii. There is a need for a workload and job description review. The adjustment on workload is required in order to improve the work-life balance factor.
- iii. There is need for clear procedure of performance evaluation process.
- iv. As the reward/recognition factor is considered good, ODPP needs to maintain and improve it in order to increase the motivation level of the employees and performance.

5.6 Areas of Further Research

The aim of this study was to investigate motivation factors in the Public Service of Uganda taking the ODPP as a case study as well as to study motivation in-depth and how they enhance perceived performance attributes, placing emphasis on employee perceptions over their performance. It was also to understand the different motivational needs of the different sections of the ODPP to grasp the effectiveness and efficiency and overall performance. However, since the present research has been conducted on a single Public Service organization, awareness should be raised as far as the generality of the results towards useful insights for further exploration. There is therefore need to do further studies in other public service institutions such as the teaching service, health service and judicial service.

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APPENDICES

Appendix I: Krejcie and Morgan Sample size formula table

Determination of sample size using Krejcie and Morgan (1970) formula

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

“N” is population size “S” is sample size.

Appendix II: A Self-Administered Questionnaire for Directorate Heads or Departmental Heads, Deputy Assistants, Clerks or Line Employees in the respective Directorates or departments

Employee motivation and performance in the public service of Uganda: The case of the office of directorate of public prosecutions

Unique identifier: District Mobile number.....

Respondent ID Position

Section A: Socio-demographic characteristics

Section A: Socio-demographic characteristics			
N/S	Characteristics	Responses	Tick
1	Sex	(a) Male	
		(b) Female	
2	Age	(a) 18 – 28 years	
		(b) 29 – 39 years	
		(c) 40 – 50 years	
		(d) 51 years and above	
3	Highest level of education	(a) Diploma	
		(b) Bachelor's degree	
		(c) Master's degree	
		(d) PHD	
4	How long have you been in service Years	

Section B: Factors that motivate employees

What motivations are in place to improve performance of employees at this workplace? (Tick)

	Factors		Tick
1	Salary raise	(a) Yes	
		(b) No	
2	Monetary incentives (such as bonuses)	(a) Yes	

Section C: The level of performance in intrinsic

In this section, indicate the extent to which you agree or disagree on how your performance at work is affected by the following factors

	Factors	Strongly agree	Agree	Neutral	Disagree	Strongly disagree

1	I have a strong interest in this position					
2	I am appreciated at my work place					
3	I am self-motivated when it comes to work					
4	I put my job first rather than any other work					
5	I have sacrificed lot in doing my job					
The level of performance in extrinsic						
Indicate the extent to which you agree or disagree on how your performance at work is affected by the following factors						
	Factors	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	Pay raise has enabled me to improve on my performance					
2	Support supervision has enabled me to perform well					
3	My co-workers have enabled me to perform well					
4	Working environment has enabled me to perform					
5	Fringe benefits have enabled me to perform					
6	Job security has enabled me to perform well at work					
Recommendations for performance						
1	What do you think can be done to improve employee performance at this work place				

Thank you so much for your participation

Appendix III: Key informant interview guide for either the Heads, Deputy Assistants, clerks, or Line Employees in A directorate or Department

Employee motivation and performance in the public service of Uganda: The case of the office of directorate of public prosecutions

District

Respondent ID position

S/N	Social demographic information		Tick
1	Sex	(a) Male	
		(b) Female	
2	Highest level of education	(a) Diploma	
		(b) Bachelor"s degree	
		(c) Master"s degree	
		(d) PHD	
3	How long have you been in this position	

Questions

1. What motivation strategies are in place to improve performance of employees? (Probe for both intrinsic and extrinsic motivators)
2. Which motivation strategies are working well? Why?
3. In your opinion, what are some of the reasons why employees fail to perform at work?
4. What do you think can be done to improve employees" performance at workplace?
5. Is there anything else about motivation and performance of employs in ODPP that you would like me to know?

Appendix IV: Focus Group Discussion guide for ODPD Clients (complainants who come at Court for case witnessing, case hearing and case follow-up)

Employee motivation and performance in the public service of Uganda: The case of the office of directorate of public prosecutions

Questions

1. In your opinion, how is the process of case execution and movement at this court? (Probe: if the process is smooth, ask for reasons why the client says so; If it is not smooth, ask for reasons why).
2. What has been done so as to improve on the performance of this court in execution of cases? (probe if there has been satisfaction of case handling or not)
3. What do you think should be done or put in place to improve the performance of this court in execution of cases?
4. Are you satisfied with service delivery at this court? (If yes, give reasons; If no, give reasons)
5. Is there anything else about motivation and performance in courts that you would like us to know?

Thank you so much for your participation