

**MOTIVATION AND EMPLOYEES' PERFORMANCE IN LOCAL GOVERNMENTS:  
A CASE STUDY OF KABALE MUNICIPAL COUNCIL,  
KABALE DISTRICT**


**BY  
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**A RESEARCH DISSERTATION SUBMITTED TO THE FACULTY OF ECONOMICS  
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## DECLARATION

I, **Ampeire Robert**, hereby declare that this research report titled, "Motivation and employee performance of Local Government in Kabale Municipal Council" is my original work. It has never been presented to any institution of learning for any award, and any referred to material has been properly referenced and acknowledged.

Signature.......... Date.....17/05/2022.....

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## APPROVAL

This is to certify that research proposal titled, "Motivation and employee performance of Local Government in Kabale Municipal Council" is work done by **Ampeire Robert** as a requirement for the award of Master's Degree of Human Resource Management, under our supervision. It is now ready for submission to Kabale University for examination, with our approval.

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17/05/2022

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## **DEDICATION**

This research is dedicated to my dear wife, Jeninah Ampeire, my children: Ampeire Precious, Ayebare Ammie, Akatukunda Shivan, Ampeire Mattermich and Tashobya Jonathan. I thank you and pray that God blesses you with good health and long life.

## ACKNOWLEDGEMENTS

Conducting a research is neither a one day activity nor an ordinary simple task. Indeed it requires commitment, inspiration, guidance, patience and above all determination and absolute trust in God.

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Lastly, I thank all respondents from Kabale Municipal Council for turning up and responding positively towards the data collection tools. Without their input, this research would not be a success.

May the almighty God bless you abundantly!

## **LIST OF ABBREVIATIONS**

BMAU	Budget Monitoring and Accountability Unit
CDs	Compact disc
CVI	Content Validity Index
HRM	Human Resource Management
ICT	Information communication technology
KDLG	Kabale district local government
KMC	Kabale Municipal Council
MDAs	Ministries, Departments and Agencies
NGOs	Non-Government organizations
ROM	Results-Oriented Management
SOPS	Standard operating procedures
SPSS	Statistical package for social scientists

## **TABLE OF CONTENTS**

<b>DECLARATION .....</b>	<b>Error! Bookmark not defined.</b>
<b>APPROVAL.....</b>	<b>Error! Bookmark not defined.</b>
<b>DEDICATION .....</b>	<b>iii</b>
<b>ACKNOWLEDGEMENTS.....</b>	<b>iv</b>
<b>LIST OF ABBREVIATIONS.....</b>	<b>v</b>
<b>TABLE OF CONTENTS .....</b>	<b>vi</b>
<b>LIST OF TABLES.....</b>	<b>x</b>
<b>LIST OF APPENDICES .....</b>	<b>xi</b>
<b>CHAPTER ONE:INTRODUCTION.....</b>	<b>1</b>
1.0 Introduction.....	1
1.1 Background.....	1
1.2 Statement of the problem.....	7
1.3 Purpose of the study .....	9
1.4. Objectives of the study .....	9
1.5. Research questions .....	9
1.6. Scope .....	9
1.6.1 Content Scope .....	9
1.6.2 Content Scope .....	9
1.6.3 Time Scope .....	10
1.7 Significance .....	10
1.8 Conceptual framework .....	11
1.10 Definition of terms .....	13
<b>CHAPTER TWO:LITERATURE REVIEW .....</b>	<b>15</b>

2.0 Introduction.....	15
2.1. Theoretical Review .....	15
2.2 Empirical Review .....	18
2.2.1 Contributions of intrinsic and extrinsic motivation on employee performance in Local Government.....	18
2.2.2 Other factors other than motivation affecting employee performance in Local Government .....	22
2.2.3 Relationship between motivation and employee performance in Local Governments .....	24
2.3 Summary of research gaps.....	27
<b>CHAPTER THREE:RESEARCH METHODOLOGY .....</b>	<b>29</b>
3.0 Introduction.....	29
3.1 Research Design.....	29
3.2 Research Approaches .....	29
3.3 Area of study.....	29
3.4 Population.....	30
3.5 Sample size and Sample Procedure.....	31
3.5.1 Sample Size.....	31
3.5.2 Sampling techniques .....	31
3.6 Data Collection Source.....	32
3.6.1 Primary Data .....	32
3.6.2 Secondary Data .....	32
3.7 Data collection methods .....	32
3.7.1 Survey Questionnaire .....	32
3.7.2 Interviewing .....	32
3.8. Data Collection Instruments .....	33
3.8.1 Questionnaires.....	33



3.8.2 Interview Guide.....	33
3.9 Data Quality Control .....	33
3.9.1 Validity .....	34
3.9.2 Reliability .....	34
3.9.3 Measurement of Variables .....	34
3.10 Data Collection Procedure.....	35
3.11 Method of Data Analysis .....	35
3.11.1 Analysis of Quantitative Data .....	35
3.11.2 Analysis of Qualitative Data .....	35
3.12 Ethical Considerations .....	36
3.13 Likely limitations .....	37
<b>CHAPTER FOUR:PRESENTATION ANALYSIS AND INTERPRETATION OF FINDINGS .....</b>	<b>38</b>
4.0 Introduction.....	38
4.1 Demographic characteristics of respondents .....	38
4.2 The contributions of intrinsic and extrinsic motivation on employee performance at KMC .....	40
4.3 Other factors other than motivation affecting employee performance at KMC.....	43
4.4 Relationship between motivation and employee performance in Kabale municipal council .....	45
<b>CHAPTER FIVE:DISCUSSION, CONCLUSION AND RECOMMENDATIONS .....</b>	<b>47</b>
5.0 Introduction.....	47
5.1 Discussion of the findings .....	47
5.1.1 Demographic characteristics of the study respondents from Kabale municipal council .....	47
5.1.2 Contributions of intrinsic and extrinsic motivation on employee performance at KMC.....	47
5.1.2 Other factors other than motivation affecting employee performance at KMC.....	48
5.1.3 Relationship between motivation and employee performance in Kabale municipal council .....	49

5.2 Conclusions.....	50
5.3 Recommendations .....	50
5.4 Areas for further research .....	51
<b>REFERENCES</b> .....	52
<b>APPENDICES</b> .....	58

## **LIST OF TABLES**

Table 1: Study population.....	30
Table 2: Sample size and selection.....	31
Table 3: Respondents' gender .....	39
Table 4: Contributions of intrinsic and extrinsic motivation on employee performance at KMC ..	41
Table 5: other factors affecting employee performance at KMC.....	43
Table 6: Relationship between motivation and employee performance.....	45
Table 7: correlation between motivation and employee performance .....	46

## **LIST OF APPENDICES**

Appendix 1: Study Work Plan .....	58
Appendix 2: Budget.....	59
Appendix 3: Participants' Letter of Consent.....	60
Appendix 4: Questionnaire for Respondents at KMC.....	61
Appendix 5: Interview Guide for Head of Departments .....	65

## **ABSTRACT**

This research was about Motivation and employee performance in local governments, a case study of Kabale Municipal Council. The study was conducted after realizing that employees in the local government and particularly at KMC lacked motivation that would end up with poor performance of their assigned duties. The study was guided by three specific objectives that included: to analyse the contributions of intrinsic and extrinsic motivation on employee performance in Kabale Municipal Council; to analyse other factors other than motivation affecting employee performance in Kabale Municipal Council; and, to establish the relationship between motivation and employee performance in Kabale Municipal Council. The study used a descriptive research design which specifically focused on correlation analysis of the study data. Using a questionnaire and an interview guide, data was collected from 152 respondents that included general administration, finance and internal audit, community based services, production, health and education departments at KMC. The collected data was analysed with aid of SPSS computer package for quantitative data whereas table content analysis aided in analyzing qualitative data. Findings from the first study objective about the contributions of intrinsic and extrinsic motivation on employee performance at KMC found out that the majority of the responses were on agree side with the average mean of  $M=3.64$  and  $SD=1.041$ . The second study objective about the other factors other than motivation affecting employee performance at KMC indicated an average mean of  $M=3.81$  and  $SD= 1.110$ , implying that there were other factors other than motivation. The third study objective about the relationship between motivation and employee performance found out that there was a relationship between the variables as evidenced by the average mean of  $M=3.63$  and  $SD=1.123$ . Thus a statistically positive relationship was observed after correlating motivation with employee performance as evidenced by correlation significance level of 0.01(2- tailed) less at p-value of 0.000. The study recommends that the government offers support in form of capacity building and staff promotions as a way of realizing quality and good performance in the local governments and the administration of Kabale Municipal Council. Local Government is recommended to support employee motivation in both intrinsic and extrinsic ways so that the institutions are able to meet their targeted goals in time. This is possible when the administration schedules motivation programmes such as awards as a way of recognition, salary increment, promotions, among others.

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.0 Introduction**

This section covers the background, problem statement, the purpose of the study, objectives of the study, research questions, study hypothesis, study scope, significance of the study, conceptual framework and definition of key terms used.

### **1.1 Background**

#### **1.1.1 Historical Perspective**

Globalization of the economies has increased human resource mobility and organizations are looking for ways to retain talent, improve employee performance, improve their corporate image and achieve corporate goals. Ali, Cerase, and Farinella (2011) indicated that “an organization is an open system that operates within and interacts with both domestic and international environments”. In addition, studies on motivation indicate that “managers do not motivate employees by giving them higher wages, more benefits or new status symbols” (Bischman, 2015). Employees are motivated by their own inherent need to succeed at challenging task. Abejirinde (2011) observed that motivation is a fundamental attitude, which is in turn initiated by desires and ‘motive’. Hakala (2018) points out that you can do everything else right as a manager, lay brilliant plans, draw clear organization charts, set up modern assembly lines, and use sophisticated accounting controls but still fail by hiring the wrong people or by not motivating the subordinates.

According to Mohyadin and Mohamud (2015), in most African countries, there is public employees’ motivational dilemma. In the Ugandan context, the ratio of salaries of public servants is very low and this does not encourage good performance. This is indicated in the Government of Uganda salary structure for public servants. BMAU report (2015) adds that “Ugandan public sector salaries are not competitive as compared to what the private sector offers for similar qualifications and competence level”. The presence of this uncompetitive salary structure in the public service added to the deplorable service performance because of feeble productivity, weakened commitment, corruption, and absenteeism while in pursuit for alternative employment. Besides the salary being low, there are gross discrepancies in the pay levels across traditional Public Service, Ministries, Departments and Agencies (MDAs).

Uganda's public sector has been inconvenienced by of lack of national values, poor attitude towards work, lack of ethics, absence of client-centredness in service delivery, and lack of initiative to adapt to modern ICT technologies. Notwithstanding capacity building initiatives and the existing laws, public servants have remained inward-looking and self-centred. This has been persistent in the public service especially in the implementation of public service reforms and the payroll management reforms where the attitude of some staff has not changed (BMAU Report, 2015).

The Municipal Council is strategically based in an agricultural zone with many organizations including industries, soft stone quarrying, schools, non-government organizations (NGOs), community-based organizations, health centres, and single business units (Government Annual Performance Report, 2014). Therefore, it provides the various services to meet its objective namely: garbage collection water supply and sewage drainage (drainage cleansing), development plans approval, survey and beaconing of land, cleaning of the town and markets, street lighting, beautification and greening of the town, paved road repairs, education, issuance of business permits, bus park management, protect the natural resources from pollution and exhaustion, opening, grading and gravelling of town roads, and cemetery services.

The mentioned services are highly demanded by the public and very important towards its growth, which compelled the researcher to examine the role of motivation and employees' performance in Kabale Municipal Council such that they provide satisfactory services and in a better way. According to Kabale Municipal Council Service Delivery Charter launched in 2016, it expects all the municipal employees to provide quality public services to the customers and create and nurture local governance. However, there has been a hue and cry over the quality of services ranging from garbage and waste management, collection and disposal, pollution, among others. Therefore, this study sought to investigate whether the low service production and delivery is associated with motivation.

### **1.1.2 Theoretical perspective**

#### **Abraham Maslow: Hierarchy of Needs**

Maslow (1954, pp. 49-50) was the first to use people's needs in motivation theory. He worked with individuals having neurotic ailments and assessed their hierarchy of needs in 1954. Maslow's theory on motivation has attracted management theorists. The hierarchy of needs, according to Maslow, are the following: "Physiological needs, Safety needs, Love needs, Esteem needs and Self-Actualization Needs". The identified needs are categorized in ascending order. The mentioned five needs rank in a hierarchical order from lowest to highest: physiological, safety, belonging, esteem, and self-actualization. This implies that a person goes upwards on the hierarchy, when a need is substantially realized (King'ori, 2012).

Maslow's hierarchy of needs believes that "people have an internal motive that pushes them to act". The hierarchy begins with the lowest needs and ascends to the highest needs. The basic human needs according to Maslow are "physiological needs, safety needs, love needs, esteem needs and self-actualization needs". The theory further clarifies that "Physiological needs include the need for food, water, shelter, sexual satisfaction and avoidance of pain". The safety needs emerge once these needs are satisfied.

#### **Frederick Herzberg: Motivation-Hygiene**

In 1959 Herzberg, Mausner and Snyderman conducted a research about motivation to work and considered similar companies situated in Pittsburgh Industry area. They interviewed approximately 200 engineers and accountants working for those companies. The theory developed from this research concerns hygiene factors, which are necessary for the employee to experience but do not motivate them to work. The explanation for hygiene factors could be a person's relationship with the environment in which one operates.

Herzberg argues that "intrinsic job factors are motivating, whereas extrinsic factors only placate employees". According to this theory there are two group factors. The first one is motivating factors or satisfaction and the second one is hygiene factors or dissatisfaction. According to Herzberg, "the workers get motivated when they are responsible for their work". He also proposed that managers can give their employees more authority to their job and offer them direct and



individual feedback in order to motivate and help employees to connect to their work (Wehrich and Koontz, 2001).

### **1.1.2 Conceptual Perspective**

Motivation is defined as situation of willingness of an employee to contribute high level of effort toward her/his work, conditioned by the capacity of the effort to satisfy the employee's personal needs as well as personal environment. Buberwa (2020) and Noe (2019) define motivation as anything given or done to raise employees' morale; it can be financial, material or written congratulation with an intention to increase employees' performance. To motivate is to create a desire or willingness to perform in the manner in which managers want to get the work done which is distinct from the capacity to work. Mondy and Mondy (2018)) state that "the underlying concept of motivation is some driving force within individuals by which they attempt to achieve some goals in order to fulfill certain needs". Therefore, human resource managers have to balance between employee's needs and organizational needs. Abbas (2013) argues that lack of motivation of employees in an organization is sine qua non to the failure in the achievement of the desired or designed objectives. Therefore, they stress that it is essential to invest in human capital in order to achieve organizational productivity and profits. Ngowi (2015) recommended that an organization may have inputs such as machinery and equipment, but these alone cannot improve organizational performance without considering human resources who handle production materials and operations.

The term motivation is expressed in terms of intrinsic and extrinsic ways. Van Yperen (2015) contended that "Extrinsic motivation concerns behavior influenced by obtaining external rewards". Praise or positive feedback, money, and the absence of punishment are examples of extrinsic or external reward. Intrinsic motivation is the motivation to do something simply for the pleasure of performing that particular activity (Hagedoorn & Van Yperen, 2015). In addition, illustrations of intrinsic factors are interesting work, recognition, growth, and achievement. Several studies have found there to be a positive relationship between intrinsic motivation and job performance as well as intrinsic motivation and job satisfaction (Linz, 2013). This is significant to local governments in today's highly competitive business environment. Intrinsically motivated employees will perform

better and, therefore, be more productive, and because satisfied employees will remain loyal to their organization and feel no pressure or need to move to a different firm.

Dubravín (2018) further indicates “that motivational management has been around for quite some time since the age when slavery thrived though it proved its inefficiency because it was a process management that did everything to suppress initiative and creativity”. According to Dalal, (2015), performance pay cannot replace good management. Performance pay is supposed to motivate workers but more often than not lack of motivation is not always the culprit. Shedd (2010) stresses that sound management can turn an ailing business into a profit making outfit, whilst a thriving business can be ruined by poor management practices. It has often been said that employees rarely quit companies and that instead, employees quit their managers or supervisors by leaving the company (Shedd, 2010). Developing good motivational management is beneficial to both the organization and its employees and, as Dubravín (2011) noted, “that management style depends on the manager’s personality and is only influenced by the organization structure not defined by it”.

According to Weihrich and Koontz (2011), to say that managers motivate their subordinates is to say that they do those things which they hope will satisfy the subordinates’ drives and desires and induce the subordinates to act in a desired manner. The harsh economic times in Kenya and the rest of the world have not improved the situation for skills attraction and retention of talented employees in organizations.

Public service employees are associated with a number of factors that interfere on the effective delivery of crucial services, which it provides. In order for a public sector organization or government department to deliver on its mandate of service delivery to public, employees within the organization, play an important role and as a backbone to fulfil the ever changing needs of people under their jurisdiction. Performance is viewed as the implementation of an action or one’s ability. Good employee output is also related with achieving the quality, quantity, cooperation, dependability and creativity.

Employee performance is considered as the measure of the quality of human capital which was held by the organization and is a key thrust in the development agenda of Uganda Local Government. According to Pinder, (2018), “the determinants of performance are personal, organizational, environmental, motivation, skill level, aptitudes and role perceptions”. Moreover,

Noe (2019) explained that “motivational components are typically based on expectancy theory, which states that productivity increases when the level of motivation is increased”. Motivation is considered as one of the determinants of job performance. In other words, the determinants of employee job performance were motivation, aptitudes and skill level. To the government, employee job performance is very important because it will reflect the government performance and in an era where government claims it is using seventy percent of the taxable revenue to pay salaries as a result of implementing single-spine pay policy.

In 2010, the government of the republic of Uganda designed employee performance to assess the performance of the organizations with the aid of a performance appraisal. The quality of employees is the important influence on performance. The person with high motivation level will succeed. Naturally, whoever is highly motivated will succeed, i.e. a person with high motivation level in job (intrinsic and extrinsic motivation) will succeed in his task/job. Job performance becomes the most important focus of administrators and academicians because the performance level will deteriorate if the level of motivation of employee drops.

Past research done by Bowen and Lawler (2013) on job performance found a positive relationship between intrinsic factor with the level of motivation. It was noted that the employee’s talent to perform the job outstandingly improved once the levels of motivation increased. Investment in workers through motivational measures are made today with the hope of future benefits for an organization. This therefore makes it necessity to be a “talented individual, who need to be developed, motivated, rewarded and provided with the organizational cultures and work processes that will make them to be successful”.

#### **1.1.4 Contextual perspective**

In Uganda, “having interest in effective use of rewards to influence workers performance to motivate them began in the 1970’s”. So many people have carried out researches in this area, some of which are Mukasa, (2018) and Kwandaiy, (2013). The performance of workers has become crucial as a result of an increase concern of human resources and personnel experts about the level of output obtained from workers due to poor remuneration. This 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.

According to Mukasa (2018), motivation can be extrinsic or intrinsic. The extrinsic kind is the one that comes from external rewards and other like factors. The intrinsic kind is the one that comes from within the person. Today, in the real world, studies relating motivation and employee performance have become very essential for the business operations to achieve the objectives and goals of organizations, as employees' performance depend on the extent of their motivational level (Armstrong, 2012).

In view of this, this study attempted to identify the impact that motivation has on employee performance in Kabale Municipal Council in order to address problems arising from motivational approaches in organizational settings. Vroom (1964, pp. 101-103) supported the assumptions that workers tend to perform more effectively if their wages are related to performance which is not based on personal bias or prejudice, but on objective evaluation of an employee's merit. Though several techniques of measuring job performance have been developed, in general, the specific technique chosen varies with the type of work. For achieving prosperity, an organization designs different strategies to compete with their rivals and for increasing the performance of the organizations.

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 Kabale Municipality are satisfied with several motivation packages, are motivated for the tasks fulfillment and goals achievement and encouraged, none of the organization can progress or achieve success. All these issues call for research efforts, so as to bring to focus how an appropriate reward package can gear up or influence workers to develop positive attitude towards their job and thereby increase their productivity. It is against this background that the researcher intended to establish how motivation was related to employee performance in Uganda using a case study of Kabale Municipality.

## **1.2 Statement of the problem**

The performance of an organization and employee motivation has been the focus of intensive research effort in recent times. How well an organization motivates its workers in order to achieve

their mission and vision is of paramount concern (Kwanda, 2013). In an effort to improve effective and efficient delivery of service in Uganda, the Government implemented the roll out of performance policies whose mandate was to develop, manage and administer human resources, manage systems and procedures for the public service, strengthen results-oriented Management (ROM) and service delivery through implementation of client charters across local governments (Government Annual Performance Report, 2020). Organizations strive to achieve a greater level of employee motivation by providing higher payrolls, pensions, sick allowances, risk payments, bonuses, good working conditions, holiday packages, recognitions, job securities, allowances, training and developments, perks to reward and retained their employees and enhance their performance.

Employees put down their tools in an organization as a result of failure to be motivated enough. Yet the rest are at times unable to put down their tools because they are enjoying some benefits in terms of promotion which leads to increase in salaries, wages, bonuses and other incentives. Kabale Municipal Council is a long-established local government. The municipal council is faced with challenges such as poor employee performance. These performance failures are both on the side of the organization and workers who constantly should work together. However, because human resources practice is critical to the major activities of the organization, it cannot be left entirely to personnel experts in the human resources department but also line managers in the various departments have to be involved in the delivery and drive of human resources policies (Office of the Town Clerk, Kabale Municipality, 2021). There is the belief that if salaries are increased and fringe benefits provided, workers would be motivated and give out their best. However, late coming, poor time management, laziness, self-interested, and the failure to meet deadlines for the preparation of important working documents by Kabale Municipal Officials has become a common practice and this has led to poor performance. The top administrators of KMC have tried to put in place better supervision and motivational practices, encouraged routine signing in the attendance book and providing allowances for staff, however performance have not reached to the anticipated. If the situation persists, it is likely that the municipal council will not attain its development goals and effective delivery of services to the public. This scenario therefore inspired the researcher to “investigate the relationship between motivation and employee performance in Uganda” using Kabale Municipal Council as a case study.

### **1.3 Purpose of the study**

The main purpose of study was to establish the relationship between motivation and employee performance of Local Government in Kabale Municipal Council.

### **1.4. Objectives of the study**

- i. To analyze the contributions of intrinsic and extrinsic motivation on employee performance in Kabale Municipal Council.
- ii. To analyze other factors other than motivation affecting employee performance in Kabale Municipal Council.
- iii. To establish the relationship between motivation and employee performance in Kabale Municipal Council.

### **1.5. Research questions**

- i. What is the contribution of intrinsic and extrinsic motivation on employee performance Kabale Municipal Council?
- ii. What are other factors other than motivation affecting employee performance in Kabale Municipal Council?

### **Hypothesis**

There is a relationship between motivation and employee performance in Kabale Municipal Council?

### **1.6. Scope**

#### **1.6.1 Geographical Scope**

The study was carried out at Kabale Municipal Council Offices, Kabale Municipality, and South Western Uganda.

#### **1.6.2 Content Scope**

This research studied the contributions of intrinsic and extrinsic motivation on employee performance, other factors other than motivation affecting employee performance and the relationship between motivation and employee performance in Kabale Municipal Council.

### **1.6.3 Time Scope**

The research was conducted in a time scope of 10 years (2011-2021) mainly because it was in this time when Kabale Municipal Council was experiencing deteriorated employee performance due to motivation challenges. The period was enough to conduct the data related to the study.

### **1.7 Significance**

The study would provide an insight on how to improve employee performance and retain talent within the organizations. It would also help organizations to enhance their corporate image as good employers through promotion of good human resource practices. It would enable managers to identify, understand and implement strategies to motivate employees all year round in order to achieve optimal business results. The employees would be able to identify other factors that motivate them more once their financial needs are met. This would enhance their morale, their performance and ultimately their job satisfaction.

The study would sensitize the unions in their efforts to advocate for workers' rights. It would provide them with a practical approach and guidelines in dealing with issues relating to motivation and alternatives to pay increases. It would enlighten the researcher and other future researchers on the importance and relevance of good management to individual employee performance and the overall organization performance.

The outcome of this research would be a working tool for managers of the local governments to use it to ensure that employees were well motivated to stay in the local government to enhance efficiency and effectiveness. Distinctive local governments value their human capital because without them, it would be difficult to achieve the vision of the school to beat its competitors.

The research work would serve as a policy shaping document for the institution and other public sectors set up to improve its human resource related problems, since organizations are battling over appropriate ways of encouraging workers to improve work output.

This research would also bring to light factors or untoward conditions that demotivate workers from putting up their best in the fulfilment of the institution's objectives.

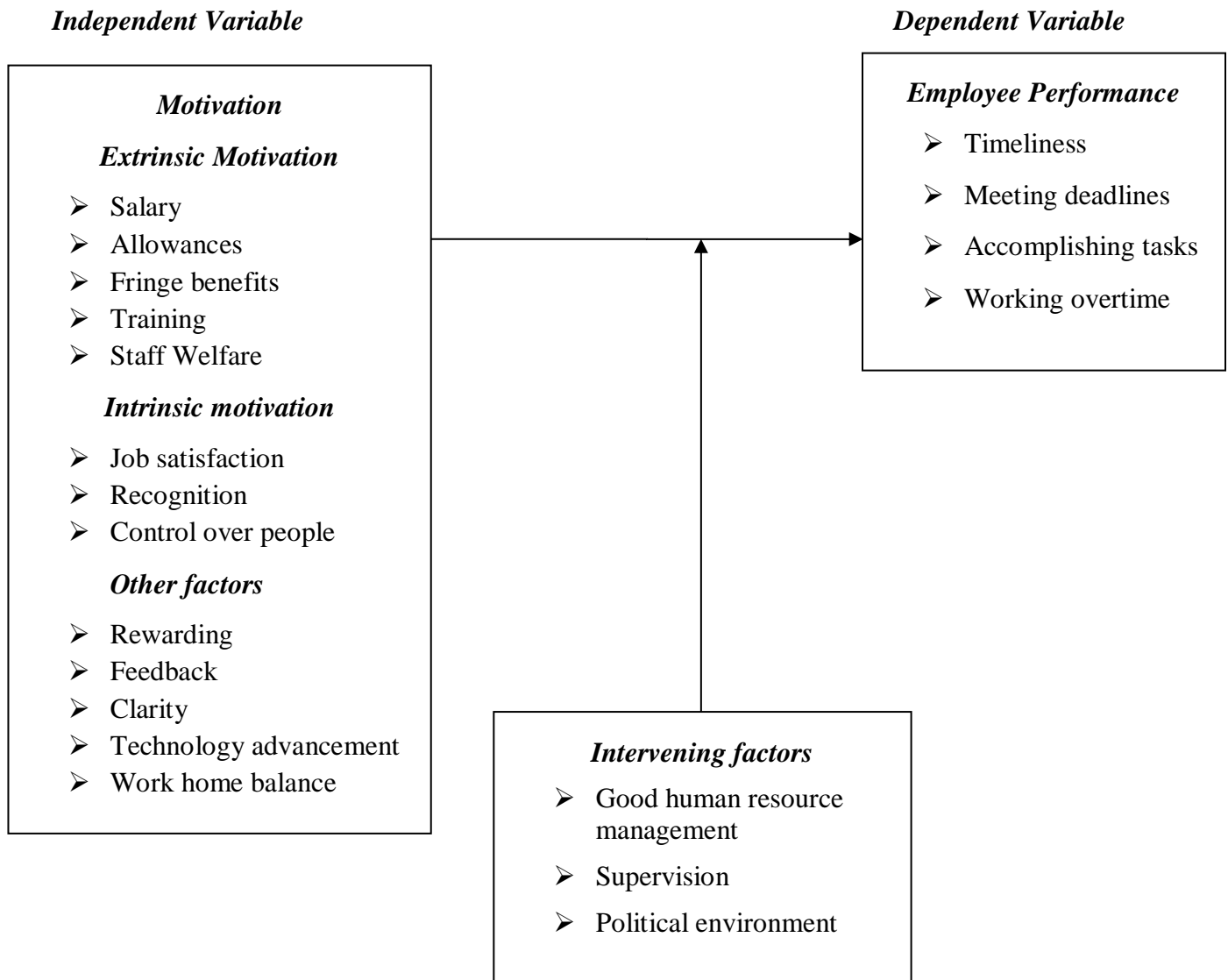
The study would also extend the literature on human resource management and thus contribute to the growth of management as a discipline. Finally, the study intended to investigate the importance of factors that motivated employees in the Uganda local government.

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

### **1.8 Conceptual framework**

Figure 1.1 summarizes the relationship between the independent variable, which is motivation, and the dependent variable that is, employee performance.





**Source: Based on Herzberg's (1966) two factor theory**

**Figure 1.1.** Describes motivation as being intrinsic or extrinsic in nature. Intrinsic motivation of employees involves job satisfaction as derived from working, the challenging and competitive nature of work, recognition and control over others. Extrinsic motivations of employees on the other hand, involve externally administered rewards like salary, allowances, training, staff welfare and other fringe benefits. Both intrinsic and extrinsic motivations lead to high employee performance when the moderating variables (good human resource management, supervision political environment and physical infrastructure) are in place. However, there are other additional factors that contribute to employee performance including rewarding employees, giving feedback to the complaints, clarity through instructions and job description, use of advanced technology that

ease work and work home balance. In this study, the descriptors of employee performance include; duty attendance, meeting deadlines, accomplishing tasks and working overtime.

### **1.10 Definition of terms**

**Motivation:** According to Shedd, (2010) motivation is defined as “a physiological or psychological deficiency or need that activates behaviour or a drive that is arrived at a goal or incentive”. According to Abdulkadir et al. (2015), “motivation is the inducement of a desired behavior with in subordinates”. It is the inducement of a desired behaviour within subordinates.

**Extrinsic Motivation:** According to Mertler (2012), “extrinsic motivation results from the attainment of externally administered rewards, including pay, material possessions, prestige, and positive evaluations from others”. In this study, extrinsic motivation of teachers included externally administered rewards like salary, free accommodation, free meals, weekly duty and extra teaching allowances, advance payments in case of financial problems, leave of absence and free medical care among others.

**Intrinsic motivation:** Intrinsic motivation is an inducement derived from within the person or from the activity itself and, positively affects behavior, performance, and wellbeing (Mertler, 2012).

**Performance:** Employee performance is defined as the measure of the quality of human capital held by the organization.

**Employee motivation:** Employee motivation is one of the policies of managers to increase effectual job management amongst employees in organizations (Shadare et al, 2019).

**Organizational effectiveness:** Organisational effectiveness is the notion of how effectual an organization is in accomplishing the results the organization aims to generate. It plays an important role in accelerating organizational development (Muhammad, et al, 2011).

**Employee satisfaction:** This refers to the positive or negative aspects of employee’s attitude towards their jobs or some features of the job.

**Efficiency:** The ratio of the output to the input of any system. Economic efficiency is a general term for the value assigned to a situation by some measure designed to capture the amount of waste or "friction" or other undesirable and undesirable economic features present.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

In this chapter, the researcher reviews literature related to motivation and employee performance of public sector workers in Kabale Municipal Council. The literature was reviewed under the subtitles corresponding to the objectives of study, showing the relationships between the variables of study depicted in the conceptual framework: to assess the effect of extrinsic and intrinsic motivation the employee performance in Local Government; to examine factors affecting employee performance in Local Government and to establish the relationship between motivation and employee performance in an organization.

#### **2.1. Theoretical Review**

##### **2.1.1 Abraham Maslow: Hierarchy of Needs**

Maslow (1954) became the first author to use people's needs in motivation theory. He worked with individuals having neurotic ailments and assessed their hierarchy of needs in 1954. Maslow's theory on motivation has attracted management theorists. The hierarchies of needs according to Maslow are the following: "Physiological needs, Safety needs, Love needs, Esteem needs and Self-Actualization Needs". These needs are arranged in the ascending order of needs. In addition, the five needs rank in a hierarchical order from bottom to top: "physiological, safety, belonging, esteem, and self-actualization". Thus in actual sense a person goes up on the hierarchy, when a need is substantially realized (King'ori, 2012).

According to Abraham Maslow's hierarchy of needs, "people have an internal motive that pushes them to act". The hierarchy begins with the lowest necessities and ascends to the highest necessities. The basic human needs according to Maslow are "physiological needs, safety needs, love needs, esteem needs and self-actualization needs". Physiological needs include the need for food, water, shelter, sexual satisfaction and avoidance of pain. The safety needs emerge once these needs are satisfied.

Safety needs include the desire for protection against danger, threat and deprivation. In an industrial setting, desire for security takes the form of quest for economic security. Social needs include the need for belonging, association, acceptance by peers as well as giving and receiving

love and friendship. The need for love and belonging involve interaction with other people to feel part of the group and this can be provided by opportunities to satisfy these social needs through membership of clubs and association (Keyton, 2018).

Esteem needs consist of both self-esteem and the esteem of others – people want esteem in terms of their standards and the standards of others. Respect from others leads to self-respect. Satisfaction of these needs gives an individual self-confidence, competence and achievement. It gives a feeling of worth, capability and strength. The needs relating to the esteem of others include the need for status, recognition, appreciation, importance and prestige (Keyton, 2018)'

Self-actualization is the highest level of needs and the person's need to achieve the best of what he/she can be. This is realization of one's potentialities, and the need for self-fulfilment. Meeting this need gives the individual a feeling of accomplishment and attainment. These needs can be satisfied through athletics, sports, politics, academics, religion and hobbies (Hagedoorn & Van Yperen, 2015).

In principle, the human being's desire is to satisfy his basic needs first and as he or she is always encouraged, seeking for higher needs. Maslow's message is simply this: people always have needs, and when one need is relatively fulfilled, others emerge in predictable sequence to take its place. According to Maslow's theory, most individuals are not consciously aware of these needs yet we all supposedly proceed up the hierarchy of needs, one level at a time (Kreitner, 1995).

The relevance of Maslow's theory for managers, behavioural scientists who have attempted to test Maslow's theory in real life claim it has some deficiencies. Even Maslow's hierarchical arrangement has been questioned. Practical evidence points toward a two-level rather than a five-level hierarchy. Although Maslow's theory is still useful in certain areas, the main strength of this theory is the recognition and identification of individual needs for the purpose of motivating behaviour (Rynes, et al., 2014).

### **2.1.2 Frederick Herzberg: Motivation-Hygiene**

In 1959 Herzberg, Mausner and Snyderman carried out a research concerning motivation to work and considered related companies situated in Pittsburgh Industry area. They interviewed approximately 200 engineers and accountants working for those companies. The theory developed from this research concerns hygiene factors, which are necessary for the employee to experience

but do not motivate them to work. The explanation for hygiene factors could be a person's relationship with the environment in which one operates.

Herzberg argues that intrinsic job factors are motivating, whereas extrinsic factors only placate employees. In this theory, there are two group factors. The first one is motivating factors or satisfaction and the second one is hygiene factors or dissatisfaction. According to Herzberg, the workers get motivated when they are responsible for their work. He also proposed that “managers can give their employees more authority to their job and offer them direct and individual feedback in order to motivate and help employees to connect to their work” (Weihrich and Koontz, 2011).

Furthermore, Herzberg also recommended that “the job should have sufficient challenges to utilize the full ability of the employee”. If the job is not sustainable to meet the employee's requirements, then the organization requires replacing the employee with the one who has a lower level of skill to do the job (Shah and Shah, 2017).

Most empirical studies have refuted predictions based on Herzberg's theory. According to Herzberg's theory, “hygiene factors are related to dissatisfaction rather than satisfaction”. However, recent researchers have found contradictions and opposite to his theory (Examstutor, 2017). Another problem with Herzberg's theory is that “some employees show no particular interest in such motivators as opportunity for growth and advancement” (Dubrin, 2012).

In spite of criticisms made, the Herzberg's theory suggested a new way of thinking about worker motivation and his theory remains as an influential factor in an attempt to make the motivation theory in an organizational way (Dubrin, 2012). Herzberg's theory implication in real work life for a manager and management in the company who want to motivate their employees would include activities like (providing the employees with good compensation, flexible company policies and being connected to their own employees). In addition, the manager also recognizes the good work from the employees and gives the employees the opportunities to grow and develop their skills, knowledge and experience. The extent to which Herzberg theory of satisfiers and hygiene factors applies in motivating employees of Kabale Municipal Council was the focus of this study.

## **2.2 Empirical Review**

### **2.2.1 Contributions of intrinsic and extrinsic motivation on employee performance in Local Government**

Motivation can be divided into extrinsic and intrinsic motivation. Extrinsic motivation refers to external factors, which can be measured in monetary terms, such as salary and benefits, promotion and disciplinary action. Extrinsic motivators can have an immediate and powerful effect, but it will not necessarily last long. Intrinsic motivation refers to internal factors such as job satisfaction, responsibility, freedom to act, scope to use and develop skills and abilities and challenging work and opportunities for development. Intrinsic motivators which are concerned with the quality of working life are likely to have a deeper and longer-term effect. These two different aspects of motivation are connected to each other and cannot be seen in isolation (Ijosiga, Abdul Wahid, 2012).

Performance-related pay can improve worker performance through direct incentive effects as workers expend more effort creating the outputs that are rewarded through pay, and through worker sorting since more able workers have more to gain from a pay system which rewards them according to their performance (Papazisi, 2003). The view that specific rewards will encourage increases in production has not always been substantiated, even though management has often attempted to spur production by such offerings and has often attributed production increase to them (Akanbi, 2000). Akanbi (2000) put it that for many years production has increased for many reasons in addition to the particular motivation and has erroneously oversimplified a highly complex phenomenon. For a long time, psychologists have been especially concerned with understanding an individual through his motives and acquired a body of knowledge in this field that often differs from the layman's knowledge.

According to Wright et al. (2005) financial rewards is not the most motivating factor and financial results have a de-motivating effect among employees. Several studies have found that among employees surveyed, money was not the most important motivator, and in some instances managers have found money to have a demotivating or negative effect on employees (Sohrab & Khurram, 2008). On the other hand, Ryan (undated) indicated that non-monetary types of rewards can be very meaningful to employees and very motivating for performance improvement.

According to him, creative use of personalized non-monetary rewards reinforces positive behaviours and improves employee retention and performance.

While encouraging creativity and rewarding success may come somewhat easily, it may be more difficult to stay optimistic when mistakes are made. However, this is where positive reinforcement is even more critical. Employees will be much less likely to offer ideas if they are intimidated by management's reactions to possible mistakes (Kuo, et al, 2019). Keep in mind and express to employees that mistakes are learning opportunities, which could lead to innovative ideas that have a major, profitable impact on your company. If an idea does not work out, recognize the initiative and effort. Employees will feel further inspired and satisfied, knowing that management truly listens to their ideas and supports their efforts. Management's openness to staff members' input, feedback, ideas and suggestions is the cornerstone of good communications and strong employee relationships. Everybody wins when they are all part of a supportive team (Kuo, et al, 2019).

Intrinsic and non-intrinsic motivators are needed to satisfy the basic needs of all employees. Rewards need to be included in the system and be comparable to those offered by a competitive organization in the same area (Fielding, 2016). Rewards need to be available to people in the same positions and be distributed fairly and equitably. The overall reward system needs to be multifaceted. Because all people are different, managers must provide a range of rewards, pay, time off, recognition, or promotion. In addition, managers should provide several different ways to earn these rewards. This last point is worth noting. With the widely developing trend toward empowerment in American industry, many employees and employers are beginning to view traditional pay systems as inadequate. In a traditional system, people are paid according to the positions they hold, not the contributions they make.

Motivation strategies aim to create a working environment and to develop policies and practices that will provide for higher levels of performance from employees (Armstrong, 2009). An enabling, supportive and inspirational work environment creates experiences that impact on engagement by influencing how people regard their roles and carry them out. Managers motivate by providing an environment that induces organization members to contribute (Wehrich & Koontz, 2011). Armstrong (2009) observes that an enabling environment will create the conditions that encourage high performance and effective discretionary behaviour. This is generally concerned with developing a culture that encourages positive attitudes to work, promoting interest



and excitement in the jobs people do and reducing stress. Managing requires the creation and maintenance of an environment in which individuals work together in groups toward the accomplishment of common objectives (Bonsu, 2018). A manager can do much to sharpen motives by establishing an environment favourable to certain drive.

According to Bentley (1998), “being recognized as an outstanding performer is itself a reward”. This may draw out some humiliation from you and some jealousy from them but it comes with a sense of self-worth which increases the confidence and competence. Armstrong (as cited in Millmoreetal, 2007) notes that “there are five areas where staff needs can be met by non-financial rewards like achievements, recognition, responsibility, influence and personal growth”. Ivancevich et al.(1994) in a survey of managers, observed that “human resources professionals and organizational practitioners on workforce value suggests that there are nine values, including recognition for competence, which are important to employees”. Recognition for competence, as one of the nine values can be looked at as employees’ wants to be recognized for their services. Recognition refers to officially and publically thanking an employee for something that he or she has done, by giving him or her social honour. Human Capital Institute (2009) on the other hand defines recognition as “practices that acknowledges or gives special attention to employee’s actions, efforts, behavior or performance”. For the purpose of this study, recognition meant the process of acknowledging the performance of staff with the view of reinforcing the replication of the good behaviour or performance.

Another study conducted by Bonsu (2018) shows that “meaningful recognition contributes to reduced medical errors, conflict, and stress among health professionals and effective delivery of patient care”. In addition, McFadden (2006) while studying American Incentive systems found out that “performance based recognitions when given to those who deserve reinforces superior performance and has significant impact on the company’s near and long term success”. This was further supported by Buberwa (2020) who also posited that “recognition when provided in a contingent basis in managing employee behaviour is a powerful reinforcer to improve performance and the behaviour will be repeated in the future”. In yet another study by Hakala (2018), it was further found that satisfaction and productivity most influenced by the managers giving praise

recognition and thanks. Using descriptive survey in the study of staff nurse job performance, Katz, (2015) observed that “private or verbal feedback is significant in enhancing performance”.

In the Local Government setting in Uganda, a study conducted by Ijosiga (2012) revealed that “recognition of staff and performance had a moderate co-relation but statistically significant in Yumbe District Local Government”. Further to this, Mukasa (2018) in a study of rewards and human resource retention in selected schools in Wakiso and Masindi Districts in Uganda concluded that “praise and excellence certificates make employees feel recognized and appreciated and encourage them to continue with good work as a result of positive attitude created”.

Noe (2019) described symbolic motivators to include: plaques, jewelry, certificates, office art or accessories, gold watch, trophy, increase office size, corner office, promotion, new title. “Symbols have psychological effect and can be tangible or intangible. As with Social reward, symbolic rewards, has been observed to play key role in defining the direction of staff performance (Mondy & Mondy, 2018). Mertler (2012) in a study of American incentive systems concluded that trophies provided to recognize performance widely boost the achievement of specific company and departmental objectives and retention. Mukasa (2018) also observed that gifts, certificates, and lunch with a supervisor and executive direct help the organization to achieve its objective and employee productivity. Kwandaiy (2013) in a study of rewards and employee intention to quit in Britannia Allied Industries in Uganda found out that certificates of appreciation, thank you notes and praise have positive significant influence on intentions to quit and productivity. This is consistent with the findings of this research.

According to Perry and Hondeghem (2018), intrinsic rewards and social rewards are more helpful for employers to develop and construct the emotional attachment among employees towards organization goals and objectives. This position was after that of Reena and Gillard, P. (2019) who observed that the supportive nature of employers has more committed employees because of social recognition given to them. In spectrum, Pinder (2018) stated that when management were connected to employees in well-organized manner and gives them reward in terms of social recognition and acknowledgement in return of their effective performance, the employees are more emotionally integrated in work and release more trust towards their job and remain loyal to organization.

In yet another study by Shadare, et al. (2019), it was further found that satisfaction and productivity are most influenced by the managers giving praise recognition and thanks. Using descriptive survey in the study of staff nurse job performance, Bonsu (2018) observed that private or verbal feedback is significant in enhancing performance. In Uganda, Ministry of Local Government (2015) while assessing the effectiveness of motivational tools on staff performance in Uganda found out that annual rewards or recognition such as end of year parties have positive relationship with staff productivity. True these can provide empirical evidence that social recognition can reinforce performance and this is consistent with the findings of this study.

### **2.2.2 Other factors other than motivation affecting employee performance in Local Government**

Research has suggested that “reward now cause satisfaction of the employee which directly influences performance of the employee” (Kalimullah et al. 2010). Rewards refer to management tool which hopefully contributes to firms’ performance by influencing individual or group behaviour. All businesses use pay, promotion, bonuses or other types of rewards to motivate and encourage high-level performances of employees. To use salaries as a motivator effectively, managers must consider salary structures which should include importance organization attach to “each job, payment according to performance, personal or special allowances, fringe benefits, pensions and so on” (Adeyinka et al, 2017).

Leadership is all about getting things done the right way, to do that you need people to follow you, you need to have them trust you. And if you want them to trust you and do things for you and the organization, they need to be motivated (Baldoni, 2015). The theories imply that “leader and followers raise one another to higher levels of morality and motivation”. Therefore motivation stands for leadership behaviour. It builds from wanting to do good for people as well as for the organization. Baldoni (2015) indicated that leadership and motivation are active processes. Empowerment provides benefits to organizations and makes sense of belonging and pride in the workforce. In fact, it builds a win-win connection among organizations and employees; which is considered an ideal environment in numerous organizations and their employees.

**Goal Clarity:** Willmot (2017) asserts that “people must have in mind a clear picture of any end or goal they are to achieve”. If this picture does not exist, they cannot tell if they are making progress

or when they have completed the task or assignment, let alone if it has been completed properly. Cole (2014) agrees and adds that “keeping the end in view has been sage advice for almost two thousand years”. The time a manager spends in developing, communicating and clarifying the goals or ends to be achieved is time well spent.

**Feedback:** Gerhart (2014) wrote that “without information about actual conditions in relation to intended goals or results, no one can perform to standard”. Such information is known as feedback. It informs progress, enables corrections and, eventually, signals attainment of the objective. For most hard tasks (i.e., tasks that include items which are physical or other immediate and readily measured effects of one’s actions), feedback is generally available without much effort on anyone’s part. We are aware of our actions and their effects. But, for soft tasks (i.e., tasks where the effects of our actions are not tangible, immediate nor readily measured), the feedback loop is essentially open. This is especially true when the main effects of a person’s actions are the reactions of other people. Therefore, lack of good feedback leads to lack of correction and hence poor performance.

**Environment:** In his studies on performance, Ijosiga, Abdul Wahid (2012) found out that “performance might not occur if the environmental conditions are so unsuitable as to present insurmountable barriers to performance”. He writes that “Most of us can successfully drive our cars on windy days but none of us can drive through a tornado”. In less dramatic terms, missing tools and equipment, competing priorities, a repressive climate and other factors can interfere with our ability to perform as expected, regardless of our motives or our repertoire, the presence or absence of feedback and the quality of the mental models that guide our thinking and actions. In short, the task environment must support the desired performance; at the very least, it must be manageable.

**Technology:** In line with Gohari, et al (2013), “technology is primary tool that can be used to boost employee performance”. Gohari further clarifies “that improvement in technology accompanied by training of the employees can significantly increase their levels of performance because it reduces the stress that comes with doing the job manually”.

**Abilities, training and experience:** Adair (2013) defined ability as the capacity to learn and perform the tasks required. He revealed that “a good mixture of ability, training and experience is

the root cause best performances”. He asserts that best performing employees at least have two of the three factors.

**Work-Home Balance:** Adeyinka, et al. (2016) wrote that “as much as an employer may not want to be affected by the personal life of his employees, personal problems can sometimes affect employee performance”. Managers require being sensitive to employees’ personal problems, and be prepared to discuss the issues with employees when necessary. If an employee requires time off to deal with a personal problem, then granting that time off will help to show all of your employees that the company values its employees. As a researcher, I strongly support the above factors that affect employee performance as valid even in the present situation, hence employees should take them seriously and find out how to mitigate their effects to have improved employee performance.

### **2.2.3 Relationship between motivation and employee performance in Local Governments**

According to Gretchen and Christine (2019), good relationship between motivation and employee performance will encourage employee empowerment and participation consisting of contribution of employees in administration and decision making associated to policies, objectives and strategies of the organization. According Reena and Gillard (2019), employees’ perceptive of the goals, standards and political principles of their firms were positively and significantly related to employee motivation and gratification towards work. Empowerment results in motivating employees that leads to constant expansion and organizational growth

According to Schwalbe (2017), good relationship between motivation and employee performance will encourage empowerment directs faster decision of customer troubles for the reason that employees did not dissipate time referring customer objections to managers. Increased autonomy enhances work productivity, amplifies employees’ wisdom of self-efficacy and their motivation to get upon and complete certain tasks. According to Willmot (2017), managers should regard employees in decision-making procedures. Employee participation in organization measures develops motivation and job-satisfaction level.

According to Abdulkadir et al (2015, pp. 24), a good relationship between motivation and employee performance will be believed that “empowerment creates motivation and energy in workforce to do their work efficiently and effectively”. Kuo et al. (2010) recommended that “together the job characteristics of career revamp and employee empowerment are imperative

characteristics in giving greater employee dedication and trustworthiness toward the organization and increased level of motivation”. The more the loyalty towards the organization and, the higher the motivation works best for the effectiveness and growth of a business.

According to Gerhart (2014), good relationship between motivation and employee performance will judge participative decision making as a set of planned procedures for systematizing individual sovereignty and autonomy in the perspective of faction accountability and associated to system-wide control. Employee participation and empowerment not only direct to efficiency, effectiveness and innovation but they also boost employee gratification, work motivation and trust in the organization. Gerhart in his book ‘Great motivation Secrets of Great Leaders’, has discussed that empowerment and recognition encourages and motivates people to work. He elaborates it that empowerment grants people with responsibility and authority to act as it puts people in control of their own destinies. Also, he wrote that it is fundamental to our humanity that everyone needs to be recognized about how and what work they have done and next time they do it more efficiently for the sake of more recognition (Gerhart, 2014).

Motivation and employee performance towards work refers to prospects of the employee about the organization and his approaches forward his service (Adeyinka, et al; 2016). Organizational performance or effectiveness refers to locating targets and attaining them proficiently in spirited and energetic surroundings. A study was done to examine the relationship of motivation and employee performance and motivation in the telecommunication and banking sector of Pakistan. A sample of 103 respondents was taken and Pearson correlation was applied. The results showed that there exists significant positive correlation (0.287) between employee performance and motivation (Adeyinka, et al; 2016).

An internally satisfied, delighted and motivated worker or employee is actually a productive employee in an organization which contributes in efficiency and effectiveness of organization which leads to maximization of profits (Ali, et al; 2011). Thus, from the literature and various studies fully supported that there exists a positive relationship between employee performance and motivation.

According to Armstrong (2009), good relationship between motivation and employee’s performance will encourage employee performance in an organization where everyone works in

expectation of some rewards (spiritual, financial and material), and welfare is one of them. In other words, the degree of reward influences the quality and quantity of work, and in turn improved performance. Hence, it is important to explore how to give the stimulus (welfare) in order to promote work motivation and performance of employees.

According to Dubravin (2018), good relationship between motivation and employee's performance will encourage implementation of employee benefit programmes affect employees' performance. Employee benefit programmes have greater impact on work-motivation than on productivity. Monetary benefit programmes are most highly valued by both executives and workers. There is a cognitive gap between management and worker on the importance of employee benefit programmes. Private-corporation employees have greater employee benefit demands than their public corporation counterparts. Female and male employees have different benefit demands.

Employee motivation is one of the policies of managers to increase effectual job management amongst employees in organizations (Dalal, 2015). A motivated employee is responsive of the definite goals and objectives he/she must achieve, therefore he/she directs its efforts in that direction. Motivation formulates an organization more successful because provoked employees are constantly looking for improved practices to do a work, so it is essential for organizations to persuade motivation of their employees (Bischman, 2015).

Motivation and employee's performance will encourage leadership. Leadership is about getting things done the right way, to do that you need people to follow you, you need to have them trust you. And if you want them to trust you and do things for you and the organization, they need to be motivated (Mertler, 2012). Theories imply that leader and followers raise one another to higher levels of morality and motivation. Motivation is purely and simply a leadership behavior. It stems from wanting to do what is right for people as well as for the organization. Leadership and motivation are active processes (Hakala, 2018).

Motivation and employee performance encourages trust. Trust is defined as the perception of one about others, decision to act based on speech, behaviour and their decision (Hassan et al, 2017). If an organization wants to improve and be successful, trust plays a significant role so it should always be preserved to ensure an organizations existence and to enhance employees' motivation. It

can make intrapersonal and interpersonal effects and influence on the relations inside and out the organization (Hassan et al, 2016).

Katz (2015) says that people need motivation just as pieces of equipment need fuel and operators. This is highly demanded to ensure that they are always at their optimum working condition. In turn, this will absolutely lead to optimum productivity. People are one of the most important assets in business. They have unlimited potential to contribute in the achievement of objectives. Their aggregate productivity propels the operations of the company. It dictates the overall performance, which creates an attractive corporate culture.

In their study Kuo, Wilson, and Marlino (2019) examined the role of active exploration in an adult training programme. Their results indicated that participants who were trained to actively explore the environment during training had higher intrinsic motivation levels, as well as higher performance on transfer tasks. In agreement Armstrong (2009) found that “intrinsic motivation was associated with higher levels of creativity-based performance for an in-basket work task”. The in-basket technique is an employment screening task in which a person applying is requested to finish a given set of paperwork that would be representative of his/her actual work tasks.

Adair (2013) also found that intrinsic motivation in employees was related to higher levels of creative performance, as rated by work supervisors. However, although intrinsic motivation was related to innovative performance, it was not related to other work outcomes. According to Keyton (2018), motivation is concerned with human behaviour. It is the inner striving condition described as wishes, desires, drives or moves, human psychological characteristics, which includes the factors that cause channel and sustain human behaviour. Therefore, motivation deals with what makes people active. It is the influential force that gives rise to behaviour involving creating conditions in which employees want to work and are willing to accept responsibility.

### **2.3 Summary of research gaps**

From the reviewed literature, it has been found out that motivation amongst employees is influenced by numerous factors, categorised as intrinsic and extrinsic (Dessler, 2016). An organisation’s environment, its culture, equity comparisons and incentive structures are some of the common factors that determine employee motivation (Armstrong, 2012). Abdullah (2014) observes that “employee motivation is a product of interaction between intrinsic and extrinsic



motivational factors”. Factors described by Abdullah (2014) as motivational are as follows: career progression and advancement opportunities, autonomy and control in executing one’s work, training opportunities, salaries, leadership styles and relationships between supervisors and employees. This indicates management could use a variety of intrinsic and extrinsic factors at its disposal to create and sustain an environment that drives employees to go the extra mile. Employee motivation entails the employee’s response to various job-related factors that arouse and direct a persistent positive attitude and positive behaviour.

However, there are gaps that have been identified including how each of the mentioned motivational factors affect employee performance in various organizations and little has been highlighted on how motivation affects employee performance in local government organizations that called for a study of this kind. On the context perspective, however much there is literature concerning motivation and employee performance, most of the literature came from organizations other than Local Government setting, and even the one from the Local Government setting is short of literature from Kabale MC specifically, which creates a gap. Secondly, most of the literature reviewed seem to be done previously in the years below 2017, and this current study was in 2021. This study will be suitable to verify the current status quo on motivation and performance in Kabale Municipal Council, which can be used to generalize the overall status in Local Governments in Uganda. The study was carried out expecting to fill the mentioned gaps in the Local Government perspective, precisely Kabale Municipal Council in a rural setting whether the same results could be found otherwise.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

This chapter outlines the methodology that was used in the collection of data. The chapter specifies the research design, study population, sample size and sampling techniques, data collection methods and instruments, validity and reliability of research instrument's, data collection procedures, data analysis and ethical issues.

#### **3.1 Research Design**

The study used a descriptive research design, specifically focusing on correlation analysis of the study data. Utilizing a descriptive and correlational analysis helped to ascertain the relationship between motivation and employee performance. A correlation is used to ascertain a relationship between variables (Creswell, 2018). A correlation level of analysis was a basis to ascertain how various constructs of motivation (intrinsic factors, extrinsic factors) constructs are related with employee's performance. Primary and secondary data were collected for this study.

#### **3.2 Research Approaches**

The study utilised a mixed method approach, considering both quantitative and qualitative in data collection, management and analysis. A triangulation of quantitative and qualitative research approaches was preferred to exploit the synergies offered by these two different methodological approaches. A quantitative approach assisted in establishing statistical data that could be generalised to explain the effect of motivation on employee performance in the Public Sector. As expressed, quantitative approach when properly conducted gives detailed information from a wide scope of sample involved, and is able to inform a policy or decision (Bryman, 2018). Complementarily, opinions and views of participants in strategic and technical positions that can provide detail on scope of motivation and employee performance of KDLG were incorporated. This was a qualitative perspective. A mixed approach also provided a comprehensive detail of data about the effect of motivation on employee performance of Kabale Municipal Council.

#### **3.3 Area of study**

This study was done at Kabale Municipal Council in Kabale district, South Western Uganda. Kabale Municipal Council (KMC) covers three (3) divisions- Northern, Central and Southern

Divisions. Kabale Municipal Council oversees the activities of the entire Municipality. Kabale Municipality is located 420 kms from Kampala city. It borders with Rukiga and Rubanda Districts and Ntorwa County (KMC Annual report, 2020). Choice of Kabale Municipality was due to the slow pace of service delivery often constrained with unrealized employee performance targets due to unidentified motivation strategies. More so, the researcher had access to the area of study, was vested with knowledge of the place as an employee in this study area. All these made Kabale Municipality, a potential source of information for this study.

### 3.4 Population

The study was conducted in Kabale Municipal Council. Throughout all the divisions, KMC has a total of 250 employees distributed in all its departments (KMC Human Resource departmental report, 2021). These are distributed in Table 1.

**Table 1:** Study population

Department	Division			Total
	Central	Southern	Northern	
General Administration	32	20	15	67
Finance and Internal Audit	22	09	05	36
Community based services	07	05	03	15
Production and Commercial services	19	06	04	29
Health	15	30	08	53
Education	25	20	05	50
<b>Total</b>	<b>120</b>	<b>90</b>	<b>40</b>	<b>250</b>

*Source: Kabale Municipal Council, Human Resource, Departmental Report, 2021*

All these constitute the target population to be contacted at Kabale Municipal Council. The study sought for responses from all the Administration and employees of Kabale Municipal Council.

Employees at all managerial hierarchies were represented in the study, since employee performance cut across all departments of the council.

### 3.5 Sample size and Sample Procedure

#### 3.5.1 Sample Size

The study sample constituted 152 study unit derived from Krejcie and Morgan's sample table of determining the sample from a given population (Krejcie & Morgan, 1970). The selected sample was distributed among employees at KMC.

**Table 2: Sample size and selection**

	Division				Sampling technique
Department	Central	Southern	Northern	Sample	
General Administration	20	16	09	45	Simple random sampling
Finance And Internal Audit	08	03	02	13	Simple random sampling
Community Based Services	07	05	03	15	Simple random sampling
Production	14	06	03	23	Simple random sampling
Health	09	17	04	30	Simple random sampling
Education	12	11	03	26	Simple random sampling
<b>Total</b>	<b>70</b>	<b>58</b>	<b>24</b>	<b>152</b>	

*Source: Researcher, based on Krejcie& Morgan, and KMC Human Resource departmental report, 2021*

#### 3.5.2 Sampling techniques

Both purposive sampling and simple random techniques guided the researcher in selecting respondents. In purposive sampling, the researcher included only those participants who met a

particular criterion (Bryman, 2018). In simple random sampling, the researcher gave chance to all employees at KMC to participate in the study (Kothari & Garg, 2014). The researcher gave a number to each employee in KMC, which was written on equal cards. These were placed in a box and picked at random until the required sample size was realized.

### **3.6 Data Collection Source**

#### **3.6.1 Primary Data**

Primary sources included original facts from the field and presented in its original form (Amin, 2005). Respondents were given questionnaires, interview guides that they were to fill. The researcher aggregated the responses, data which hence provided the results of the study.

#### **3.6.2 Secondary Data**

Publications from secondary sources like dissertations, publications, journals and internet. This was accessed to obtain relevant and supporting literature (Amin, 2005).

### **3.7 Data collection methods**

#### **3.7.1 Survey Questionnaire**

Questionnaires are one of most commonly used tools in survey, a large number of participants. In this study, a structured questionnaire was utilised. A self-administered Questionnaire Method was utilised. Questionnaires as a method are ideal for saving time, are cost effective and provide room for high response rate (Creswell, 2018). The questionnaires provide room for confidentiality, and are ideal for sensitive areas of study like motivation and employee performance. The respondents had to choose options basing on their level of agreement with the questionnaire items.

#### **3.7.2 Interviewing**

In this study, interviewing was adopted. The research engaged respondents in a face-to-face interview focused on the study topic and objectives. Interviewing is widely used when one is soliciting for detailed information about subject from a key informant (Bryman, 2018). Face-to-face interviews were held with KMC administrators especially; The Principal Treasurer, Human Resource Officer, Principal Education Officer, The Mayor, Municipal Health Officer, Municipal Planner, Principal Community Development Officer, The Town Clerk and Principal Internal

Auditor. Each interview took 25-45 minutes. The interviews were facilitated by a semi structured interview guide. These interviews were used for comprehensive scope of data collection about motivation and employee performance at Kabale Municipal Council, Kabale District.

### **3.8. Data Collection Instruments**

The study collected data using structured questionnaire and interview guides.

#### **3.8.1 Questionnaires**

The study considered a closed-ended questionnaire (Mugenda & Mugenda, 2013). This questionnaire was self-administered (attached as an Appendix). Questions were designed following a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). A self-completion questionnaire was used on members because it's cost-effective in collecting data (Kent, 2007). The questionnaire was employed on employees of Kabale Municipal Council.

#### **3.8.2 Interview Guide**

In the study, interview guides were designed (Appendix V). This was administered in a face-to-face interview session with: the Principal Treasurer, Human Resource Officer, Principal Education Officer, The Mayor, Municipal Health Officer, Municipal Planner, Principal Community Development Officer, The Town Clerk and Principal Internal Auditor from Kabale Municipal Council, Kabale District. The guide was designed with open ended questions. At least three (3) questions were asked on each study variable. Interviews are commonly used for detailed perspectives about the phenomena under study (Creswell, 2018). Interviews also allow participants to express themselves freely, giving a comprehensive scope of coverage of information about the study variables.

### **3.9 Data Quality Control**

For every research study, the quality of data is very important. This is through ensuring validity and reliability of study of instruments (Yin, 2014).

### **3.9.1 Validity**

The study tools were pre-tested for face and content validity. For face validity, tools were reviewed by supervisors and other academic experts who made comments on the questions in the questionnaire and the interview guide. The questions found vague and sub-standard as suggested by the supervisor were eliminated or rephrased. To measure content validity, each of the pretest respondents was requested to rate the questions in questionnaire. Questions were rated as relevant (R) or irrelevant (IR) as a way of showing their level of agreement or disagreement with the fact in questions.

From respondents' rating, Content Validity Index (CVI) was computed using the following formula:  $CVI = \frac{R}{(R+IR)}$ . The tools were considered valid, when their CVI was 0.7 and above as recommended (Amin, 2005). However, necessary adjustments were made to improve the validity of the tools on items/questions that were ranked Irrelevant (IR).

### **3.9.2 Reliability**

Reliability is the extent to which an instrument generates consistent results over time (Creswell, 2018). The researcher made three pre-tests from Rubanda Town Council where by 10 people were asked to respond to the data collection tools in order to test the question flow before conducting the actual data collection. Rubanda town council was considered since it is outside the study scope and plays similar roles to those of Kabale municipal council. The results were analyzed in SPSS Ver. 20.0. From reliability test, Cronbach alpha values were attained, and considered reliable if their alpha values are 0.7 and above. This had been used by earlier studies as recommended (Mugenda & Mugenda, 2013).

### **3.9.3 Measurement of Variables**

Motivation was measured in terms of risk assessment, control activities, monitoring, and internal audit. Employee performance was measured in terms of regular and early reporting at work, ability to meet deadlines, team work, customer service and general punctuality. Participants expressed their opinions by agreeing/disagreeing with some statements on motivation and employee performance. The Likert scale, ranging from strongly disagree (1) to strongly agree (5) was used.

The study used nominal and Likert scale questions. These were used in questionnaire design and Data from analysis was measured on frequencies, percentages and Pearson rank correlation coefficients.

### **3.10 Data Collection Procedure**

The researcher obtained a letter from Kabale University to introduce him to the administrators of Kabale Municipal Council. Kabale Municipal Council after receiving formal introduction of the researcher granted permission for the study. With a formal permission, the study tools were administered to employees of Kabale Municipal Council. The researcher had to pre-test the data collection tools on 10 respondents in Kabale Municipal Council for validity and reliability of the instrument.

### **3.11 Method of Data Analysis**

The researcher conducted data validation for consistency in order to eliminate misleading data which could arise from misrepresentation of questions.

#### **3.11.1 Analysis of Quantitative Data**

Quantitative analysis was descriptive and inferential. Descriptive statistical measures helped the researcher to describe the state of motivation and employee performance of KMC as at the time of the study. Inferential statistics took the form of correlation and multiple regressions. Pearson correlation helped to test for the nature and strength of the relationships while multiple regressions helped to test for the amount of variation of employee performance accounted to each of the independent predictors of motivation. Quantitative analysis was aided with SPSS ver. 20.

#### **3.11.2 Analysis of Qualitative Data**

Data from interviews was sorted for completeness. Using content analysis, qualitative views was categorized, patterned, and emerging themes identified. Simple quotations and corresponding questions were integrated with quantitative findings for emphasis. Verbatim statements were showing the exact feelings of the respondents on motivations and employee performance.



### 3.12 Ethical Considerations

The study upheld all ethical considerations recommended in research, including seeking participants' informed consent, privacy, anonymity, confidentiality and avoiding plagiarism.

**Privacy:** The participants selected were treated with a high level of private. No participant was allowed to tick the questionnaire in groups or engage in group interviews. Each participant responded to the study tools separately. Any recording done was used for the study, later deleted from researcher's database. Privacy of all official documents accessed was also up held.

**Seeking participants' informed consent:** Before engaging any participant in the study, the researcher had to first seek their informed consent. The purpose and objectives and mode of participation in the study were elaborated to potential participants. The participants were allowed to ask questions for clarification (if need was). They were asked to fill a consent form (Appendix III), to affirm their acceptance to be part of study. Only consenting participants were involved in the study.

**Anonymity:** Keeping researcher' details and personality anonymous was vital for studies that involved humans over sensitive information (Stevenson & Mahmut, 2013). The researcher upheld all private data, details and opinions from respondents, anonymous. Information will be kept under key and lock and were used exclusively for academic purposes. Specific names of persons and areas that could hardly be ignored in the report were represented by pseudo names for this purpose. Only information that causally related to the study objectives was included in the study report.

**Confidentiality:** This relates to the extent to which respondents' information is disclosed. The researcher kept respondents' information with utmost confidentiality. Data was securely protected on CDs and only available to the University. After the presentation of the final report, all the data on CDs was destroyed. In case of publishing the findings, the researcher sought permission from the concerned parties for authorization.

**Responding to the standard operating procedures (SOPS):** The researcher adhered to the set covid-19 preventive measures while in the field. These included; wearing masks, purchasing hand wash sanitizers, and keeping social distances especially while interviewing the respondents. For

the respondents that had emails especially the municipal council staff, after signing the consent, the data collection tool was sent on their emails to be filled virtually.

### **3.13 Study limitations**

Some respondents were not ready to answer the questions, or spared time for the study. This delayed the study and reduced the study sample. However, the researcher explained the purpose of the study to the respondents and developed simple and straight forward tools. This encouraged all participants to take part in the study confidently.

The researcher encountered a number of challenges in the study amongst which include; limited accessibility of busy respondents. This challenge was minimized by delivering questionnaires earlier and giving them enough time. The researcher also faced a challenge of inadequate time. This however was minimized by sticking to the time schedule.

The researcher also had a limitation in regards to availability of information because some information was regarded as confidential. This challenge was minimized by the help of in-depth interviews with respondents to compensate for the data that was not gathered by questionnaires.

Some respondents were concealed important data for personal and official reasons. This arose on the aspect of employee performance, largely considered as classified information. This however was minimized by promising privacy and confidentiality. More so, the researcher gained formal permission from KMC's Administration to access this information.

## **CHAPTER FOUR**

### **PRESENTATION ANALYSIS AND INTERPRETATION OF FINDINGS**

#### **4.0 Introduction**

In this chapter, the findings of the study are presented, analysed and interpreted. The results include the response rate of the respondents and their demographic characteristics. The analysis and interpretation of the results was done objective by objective. The main tool of the study was a self-administered questionnaire to collect quantitative data whereas an interview guide was used to collect data from key informants for verbatim responses.

#### **4.1 Demographic characteristics of respondents**

The demographic characteristics of respondents are vital in research because they easily reveal the relevance and eligibility of the study participants. Being eligible to participate in the study indicates that one has reliable information to be based on to make conclusions of the phenomenon under investigation. The demographics of the study participants included the gender of respondents, education level, age and time spent working with the organization as broadly presented below.

##### **4.1.1 Gender of the study respondents**

The gender of the study participants was found vital for this study because it showed how the municipal council employs workers while considering gender balance. The gender was therefore based on males or females as clearly presented in the table below;

**Table 3: Demographics of respondents**

<b>Gender</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Male	98	64.5	64.5	64.5
Female	54	35.5	35.5	100.0
<b>Education level</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Certificate	7	4.6	4.6	4.6
Diploma	94	61.8	61.8	66.4
Degree	51	33.6	33.6	100.0
<b>Age bracket</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
18-35 years	98	64.5	64.5	64.5
35-60 years	54	35.5	35.5	100.0
<b>Period spent</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
less than a year	37	24.3	24.3	24.3
1-5 years	79	52.0	52.0	76.3
6-10 years	16	10.5	10.5	86.8
10 years and above	20	13.2	13.2	100.0
<b>Total</b>	<b>152</b>	<b>100.0</b>	<b>100.0</b>	

**Source: Field Data, 2022**

The Table above presents the gender of the study respondents as; almost two thirds (64.5%) of the study respondents were males whereas the remaining 35.5% respondents were females. This implies that majority of staffing at Kabale municipality were males are represented by the highest percentage of the respondents.

The level of education of the study respondents was found to be crucial in the study about motivation and employee performance at Kabale municipal council. This helped the researcher to

understand whether education level of employees was considered while motivating employees for example through promotions, salary increase among others.

Concerning the level of education of the study respondents, field data, revealed that 61.8% of the respondents that were the majority had diplomas as their highest level of education, 33.6% had degrees and the remaining 4.6% of the respondents had certificates as their highest level of education. At least all employees at Kabale municipal council had attained education and possessed some knowledge concerning motivation and employees performance.

Findings related to the age bracket of the study respondents indicated that 64.5% respondents were in the age bracket of 18-35 years as the majority whereas the remaining 35.5% respondents were in the age bracket of 35-60 years of age. This age is usually occupied by young energetic and creative workers that embrace the concept of motivation while at work hence dominated at Kabale municipal council.

The period spent working at Kabale municipal council was found vital for the study as it helped in identifying the level of experience of employees. Having experience means one knows the history of motivation in the organisation for a certain period of time which was required by the study. This is presented in the table below.

Finally, the table shows the period spent by respondents working with Kabale Municipal council. According to the findings, 52% of the respondents had worked with Kabale municipal council for 1-5 years, 24.3% of the respondents had worked with KMC for less than a year, 13.2% of the respondents had worked with KMC for 10 years and only 10.5% respondents had worked with KMC for 6-10 years. Majority of the respondents had worked with KMC for 1-5 years. This period is enough to gain experience of mastering knowledge about the organization history concerning motivation and employee performance of any organization.

#### **4.2 The contributions of intrinsic and extrinsic motivation on employee performance at KMC**

**Table 4: Contributions of intrinsic and extrinsic motivation on employee performance at KMC**

	N	Mean	Std. Deviation	Skewness	
	Statistic	Statistic	Statistic	Statistic	Std. Error
In this Municipal Council, motivation can be divided into extrinsic and intrinsic motivation	152	3.87	1.166	-1.365	.197
This council provide salary and benefits, promotion and disciplinary action for its human resource	152	3.82	.841	-2.075	.197
Performance-related-pay improve worker performance through direct incentive in this municipal council	152	3.34	1.298	-.255	.197
In KMC, non-monetary types of rewards are meaningful to employees and very motivating for performance improvement	152	3.49	.899	.151	.197
In this council, recognition and promotion are needed to encourage all employees for work towards goals and targets	152	3.99	.993	-1.507	.197
This municipal council have created a working environment and to developed policies and practices that provide for higher levels of performance from employees	152	3.53	1.091	-.548	.197
Social reward, symbolic rewards, has been observed to play key role in defining the direction of staff performance in Kabale MC	152	3.48	1.003	-.643	.197
<b>Average</b>	<b>3.64</b>	<b>1.041</b>			

**Source: Field Data, 2022**

Table above presents the field findings concerning respondents' opinions about the contributions of intrinsic and extrinsic motivation on employee performance at KMC. According to the findings, tool items that ranked highly included: In this council, recognition and promotion are needed to

encourage all employees for work towards goals and targets with ( $M=3.99$ ,  $SD=.993$ ), In this Municipal Council, motivation can be divided into extrinsic and intrinsic motivation ( $M=3.87$ ,  $SD=1.166$ ), This council provide salary and benefits, promotion and disciplinary action for its human resource ( $M=3.82$ ,  $SD=.841$ ), and This municipal council have created a working environment and to developed policies and practices that provide for higher levels of performance from employees ( $M=3.53$ ,  $SD=1.091$ ).

According to the Likert scale, score in 4(four) indicated agree, an implication that the responses were in the agree side with the statements hence there was an intrinsic and extrinsic motivation on employee performance at Kabale Municipality Council.

The responses that scored minimum responses included: Performance-related-pay improve worker performance through direct incentive in this municipal council ( $M=3.34$ ,  $SD=1.298$ ), non-monetary types of rewards are meaningful to employees and very motivating for performance improvement ( $M=3.49$ ,  $SD=.899$ ) and Social reward, symbolic rewards, has been observed to play key role in defining the direction of staff performance in Kabale MC ( $M=3.48$ ,  $SD=1.003$ ).

The average response was 3.64 which was near to 4(agree response) and  $SD=1.041$ . This indicated that factors extrinsic and intrinsic motivation contributed to towards employee performance at Kabale Municipal Council.

### 4.3 Other factors other than motivation affecting employee performance at KMC

**Table 5: Other factors affecting employee performance at KMC**

	N	Mean	Std. Deviation	Skewness	
	Statistic	Statistic	Statistic	Statistic	Std. Error
In KMC, goal setting and providing feedback to employees have increased their performance	152	4.24	.795	-1.173	.197
Improvements in technology like the use of IFMS and IPPS have improved timely reporting and accountability in this council	152	4.01	1.029	-1.614	.197
In this municipal council, there is delegation of duties which enhance performance quality	152	3.63	.988	-.999	.197
Abilities, training and experience of staff enhance employee performance in this council	152	3.61	1.208	-.867	.197
Performance of employees in this council is also affected by political leadership	152	3.20	1.397	-.090	.197
Funds availability and disbursement by the government have also affected employee performance in this council	152	4.00	1.086	-1.195	.197
Employee performance in this municipal council have been affected by natural disasters like Covid-19 outbreak and environmental conditions like heavy rains in winter season	152	4.01	1.271	-1.417	.197
<b>Average</b>		<b>3.81</b>	<b>1.110</b>		

**Source: Field Data, 2022**

Table above indicates the field findings concerning responses about the other factors other than motivation affecting employee performance at Kabale municipal council. According to the findings, responses that scored highly included goal setting and providing feedback to employees have increased their performance with (M=4.24, SD=.795), Improvements in technology like the use of IFMS and IPPS have improved timely reporting and accountability in this council (M=4.01,



SD=1.029), Employee performance in this municipal council have been affected by natural disasters like Covid-19 outbreak and environmental conditions like heavy rains in winter season (M=4.01, SD=1.271), and Funds availability and disbursement by the government have also affected employee performance in this council (M=4.00, SD=1.086).

Such responses to the study tools reflect agree response in regard to the Likert scale of 4 (agree) hence such responses helped in improving employee performance at Kabale municipal council.

Other study tool items that received agree responses from the field included: Abilities, training and experience of staff enhance employee performance in this council with (M=3.61, SD=1.208), and In this municipal council, there is delegation of duties which enhance performance quality (M=3.63, SD=.988)

The average mean of the response was M=3.81 and SD= 1.110 which implied agree response on the likert scale. Responding to the other factors other than motivation affecting employee performance at KMC, the majority of the respondents agreed, hence there were other factors affecting employee performance at KMC.

#### 4.4 Relationship between motivation and employee performance in Kabale municipal council

**Table 6: Relationship between motivation and employee performance**

	N	Mean	Std. Deviation	Skewness	
	Statistic	Statistic	Statistic	Statistic	Std. Error
In KMC, there is good relationship between motivation and employee performance	152	3.91	1.212	-1.552	.197
Increased autonomy enhances work productivity in this council	152	3.77	1.076	-1.013	.197
Employee participation in organization measures develops motivation and job-satisfaction level in this council	152	3.63	.995	-.718	.197
Employee empowerment grants people with responsibility and authority to act as it puts people in control of their own destinies	152	3.29	1.274	-.482	.197
In this council, the degree of reward influences the quality and quantity of work, and in turn improved performance	152	3.34	1.250	-.702	.197
Employee benefit programs have greater impact on work-motivation and employee performance in this council	152	3.90	1.053	-1.041	.197
A motivated employees of this municipal council are responsive of the definite goals and objectives they must achieve	152	3.62	1.003	-1.089	.197
<b>Average</b>		<b>3.63</b>	<b>1.123</b>		

**Source: Field Data, 2022**

Table above shows the Relationship between motivation and employee performance in Kabale municipal council. According to the field findings, the majority of the tool items had scored with agree response. They included there is good relationship between motivation and employee performance (M=3.91, SD=212), Employee benefit programmes have greater impact on work-

motivation and employee performance in this council (M=3.90, SD=1.053) and Increased autonomy enhances work productivity in this council (M=3.77, SD=1.076).

Study tool items that had medium scores included: Employee participation in organization measures develops motivation and job-satisfaction level in this council (M=3.63, SD=.995), and A motivated employees of this municipal council are responsive of the definite goals and objectives they must achieve (M=3.62, SD=1.003).

Responses that received undecided responses included: Employee empowerment grants people with responsibility; and, Authority to act as it puts people in control of their own destinies(M=3.29,SD=1.274) and The degree of reward influences the quality and quantity of work, and in turn improved performance(3.34, 1.250).

From the findings the mean average was M=3.63and SD=1.123which literally implied that agree response on the Likert scale. In response to the objective, there was a relationship between motivation and employee performance in Kabale municipal council

**Table 7: Correlation between motivation and employee performance**

		Motivation	Employee performance
Motivation	Pearson Correlation	1	.741**
	Sig. (2-tailed)		.000
	Sum of Squares and Cross-products	151.895	91.947
	Covariance	1.006	.609
	Pearson Correlation	.741**	1
Employee performance	Sig. (2-tailed)	.000	
	Sum of Squares and Cross-products	91.947	101.474
	Covariance	.609	.672

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

b. Listwise N=152

The table above shows the correlation between the study variables as guided by the Pearson correlation cross products. As observed in the table, the significance of this study (2-tailed) was at 0.000 which is lower than the significance value of 0.01, an implication that motivation was a

statistically positive significant in determining duty attendance, meeting deadlines, accomplishing tasks as well as working overtime.

## **CHAPTER FIVE**

### **DISCUSSION, CONCLUSION AND RECOMMENDATIONS**

#### **5.0 Introduction**

With inadequate empirical research on the motivation and employees performance at Kabale municipal council, the present research was an attempt in the said direction. This chapter presents the empirical findings that were generated from 152 respondents working with Kabale municipal council. The discussion is based on the study objectives and then linked to the literature that was already made by related studies in different nationalities.

#### **5.1 Discussion of the findings**

##### **5.1.1 Demographic characteristics of the study respondents from Kabale municipal council**

The findings showed that at Kabale municipal council there were more males (64.5%) than females (35.5%). Such respondents were diploma leavers (61.8%) from institutions such as the African College of Commerce, National Teachers College, AICM, among others. Almost two thirds (64.5%) of the respondents were in the age bracket of 18-35 years and had spent 1-5 years working with Kabale municipal council. Such demographics indicate that the study participants were literate and eligible enough to provide relevant data required by the study on motivation and employee performance at KMC.

##### **5.1.2 Contributions of intrinsic and extrinsic motivation on employee performance at KMC**

The empirical findings revealed that motivation of employees in both intrinsic and extrinsic had an effect on the employee performance at Kabale municipal council. Responses reveled that recognition and promotion at KMC was the major motivation factor that influenced employees to work towards goals and targets as revealed by mean scores of  $M=3.99$ ,  $SD=.993$ . Recognition is one of the tools of motivation that can be used to get workers embraced. It can be through offering awards, wall of fame, celebrating employees, website or newsletter feature, surprise day off among others. Similarly, Maslow's hierarchy of needs (1954) emphasized on recognition of people's needs that are expressed in form of physiological needs, love needs, belongingness, self-esteem and self-actualization as one of the human resource components. Further, Fielding, (2016)

indicated that intrinsic and non-intrinsic motivators are needed to satisfy the basic needs of all employees. Rewards need to be available to people in the same positions and be distributed fairly and equitably.

Finally, Kuo, et al, (2019) advised that employees should not be intimidated because Management's openness to staff members' input, feedback, ideas and suggestions is the cornerstone of good communications and strong employee relationships.

Also, promotions can be expressed through job promotion, rank promotion in the organisation hierarchy, an implication that authority and money will be improved, hence motivation. This is linked to Pinder (2018) who stated that when management were connected to employees in well-organized manner and gives them reward in terms of social recognition and acknowledgement in return of their effective performance, the employees are more emotionally integrated in work and release more trust towards their job and remain loyal to organization.

Therefore there is the need for motivation in any organization whether intrinsic or extrinsic. Organisations must recognize that lack of motivation to their employees affects their performance because they have needs that need to be fulfilled. It costs little to motivate them other than risking the organizational goals to under-performance.

### **5.1.2 Other factors other than motivation affecting employee performance at KMC**

In identification of other factors other than motivation affecting employee performance at Kabale municipal council, the researcher found out that goal setting and provision of feedback to employees increased their performance as revealed by mean score of 4.24, and a standard deviation of 0.795. Feedback and goal setting motivates the employees to budget for their job in time and evaluate how they can accomplish the assigned duties while meeting deadlines. Similar findings are related to the findings of Baldoni who asserted that Leadership is all about getting things done the right way, to do that you need people to follow you, you need to have them trust you. And if you want them to trust you and do things for you and the organization, they need to be motivated (Baldoni, 2015).

Also the research revealed that Improvements in technology like the use of IFMS and IPPS improved timely reporting and accountability at KMC as revealed by the mean score of 4.01 and standard deviation projected at 1.029. It was revealed that in the accounts systems, technologies to

ease financial management such as the integrated financial management system and integrated personnel and payroll systems were crucial and enabled accounts section to perform their roles and to meet deadlines. Similar findings are related to the findings of Gohari et al. (2013) who found out that technology is primary tool that can be used to boost employee performance. He writes that improvement in technology accompanied by training of the employees can significantly increase their levels of performance because it reduces the stress that comes with doing the job manually.

Generally, the study revealed that other strong factors that affected employee performance at Kabale municipality included the availability of funds and disbursement by the government ( $M=4.00$ ,  $SD=1.086$ ) and natural disasters like Covid-19 outbreak and environmental conditions ( $M=4.01$ ,  $SD=1.271$ ). With the influence of natural disasters, employees at KMC indicated that they would perform better if there were no natural calamities because they affected their health as well as performance to the organization standards.

### **5.1.3 Relationship between motivation and employee performance in Kabale municipal council**

The researcher tested the relationship between motivation and employee performance at KMC using different tool items. The scores at a correlation significance level of 0.01(2- tailed) was less at p-value of 0.000. This implied a statistically significant relationship between the values according to Pearson correlation. Thus motivation was statistically significant in determining duty attendance, meeting deadlines, accomplishing tasks as well as working overtime at Kabale municipal council.

Similar findings are related to Reena and Gillard, (2019) who revealed that employees' perceptive of the goals, standards and political principles of their firms were positively and significantly related to employee motivation and gratification towards work.

Further, Dalal (2015) indicated that employee motivation is one of the policies of managers to increase effectual job management amongst employees in organization. A motivated employee is responsive of the definite goals and objectives he/she must achieve, therefore he/she directs its efforts in that direction. Motivation formulates an organization more successful because provoked

employees are constantly looking for improved practices to do a work, so it is essential for organizations to persuade motivation of their employees (Bischman, 2015).

## **5.2 Conclusions**

From the empirical findings derived from employees at Kabale municipal council, the study made the following conclusions;

### **5.2.1 Contributions of intrinsic and extrinsic motivation on employee performance at KMC**

The first study objective about the contributions of intrinsic and extrinsic motivation concluded that being recognized and promotions was the major effect of employee motivation that affected employees at Kabale municipal council as revealed by the mean score of 3.99, SD=.993 and standard deviation of 3.99, SD=.993. It was revealed that without promotions and being recognized at the workplace would make employees perform poorly hence affecting their performance.

### **5.2.2 Other factors other than motivation affecting employee performance at KMC**

The second study objective about other factors that affected employee performance at Kabale municipal council concluded that setting and provision of feedback to employees was the major factor that affected employee performance. Lack of communication and failure to set targets indicated that an organization has no vision hence affects employee performance.

### **5.2.3 Relationship between motivation and employee performance in Kabale municipal council**

The third study about the relationship between motivation and employee performance at Kabale municipal council concludes that motivation was statistically significant in determining duty attendance, meeting deadlines, accomplishing tasks as well as working overtime at Kabale municipal council.

## **5.3 Recommendations**

With the loopholes on the concept of motivation at Kabale municipal council, the study made recommendations to different stakeholders including the ministry, the top management and the employees as beneficiaries in the following ways:

The government of the republic of Uganda through the ministry of local government, ministry of finance planning and economic development is recommended to offer support in form of capacity building and staff promotions as a way of realizing quality and good performance in the local governments.

The administration of Kabale municipal council and the entire local government is recommended to support employee motivation in both intrinsic and extrinsic ways so that the institutions are able to meet their targeted goals in time. This is possible when the administration schedules motivation programmes such as awards as a way of recognition, salary increment, promotions among others.

Employees at Kabale municipal council and other organisations are recommended to embrace the concept of motivation by following the organisations' set policies in a positive manner because one can be motivated by one's hard work.

#### **5.4 Areas for further research**

With the limited time given to this study, the researcher recommends further studies in different areas that were not covered:

- More research should be conducted on motivation as a tool for employee performance in local government not only Kabale municipal council.
- There is the need to make an assessment on the effectiveness of intrinsic and extrinsic motivation on different areas like private companies other than government institutions.



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## APPENDICES

### Appendix 1: Study Work Plan

Activity	Duration Months/year														
	2020			2021											
	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
Preliminary review of literature-before concept															
Concept preparation, Presentation and Approval															
Preliminary review of Literature – after concept															
Proposal Writing and Supervision															
Data collection tools development															
Submission of Proposal/defense															
Proposal defense															
Proposal defense corrections															
Data collection, and Analysis															
Dissertation writing and Supervision															
Submission for Examination															
Dissertation defense															





### **Appendix 3:Participants’ Letter of Consent**

Kabale University  
P.o. Box 317  
Kabale- Uganda  
Email: info@kab.ac.ug  
www.kab.ac.ug

**November30, 2021**

Dear respondent,

#### **Seeking your consent to participate in the Study**

Greetings!

I am writing to seek your consent to be part of this study. I am a student pursuing a Master of Human ResourceManagement Degree at Kabale University. As part of the requirement for this award, I am undertaking a study on the topic, **“Relationship between motivation and employee performance of Local Government in Kabale Municipal Council”**. As an employee at this council, you have been selected to participate by providing your opinions through answering the questions in the questionnaire below attached. Please feel at ease to give your true opinion as this is just an academic study and your responses will be treated for that purpose. Your views will be treated with great confidentiality, unanimous and in case of need for the outcome of this research you can contact me on Telephone. If you are willing to be part of this study, please sign the tear off portion below, and return it to the researcher/ or the bearer.

Thank you for your cooperation in this matter in advance.

Sincerely,

**Ampeire Robert**  
**Student/Researcher**

.....*Tear off portion*.....

I agree..... Signature .....

and will be available on.....Day/Time.....

#### **Appendix 4: Questionnaire for Respondents at KMC**

Dear Sir/Madam

I am **Ampeire Robert, 209/A/HRM/092/W**, a student of Kabale University pursuing a Master of Human Resource Management. As part of the requirements for this award, I am undertaking a study on the **relationship between motivation and employee performance of Local Government in Kabale Municipal Council**. In relation to their study, I am contacting you for relevant information about the topic. Your responses/information will be treated with great confidentiality and used for this study purposes.

##### **Section A: Bio-data about the Respondents**

<b>1. Gender</b>	Male	<input type="checkbox"/>	Female	<input type="checkbox"/>				
<b>2. Level of Education</b>	Certificate	<input type="checkbox"/>	Diploma	<input type="checkbox"/>	Degree	<input type="checkbox"/>	Masters	<input type="checkbox"/>
Other (Specify).....								
<b>3. Age bracket</b>	18-35 Years	<input type="checkbox"/>	35-60 Years	<input type="checkbox"/>	Above 60 years	<input type="checkbox"/>		
<b>4. Number of Years spent with KMC</b>	Less Than One Year	<input type="checkbox"/>	1-5 Years	<input type="checkbox"/>	6-10 Years	<input type="checkbox"/>	10 Years and above	<input type="checkbox"/>

##### **SECTION B**

For this section use scale below to give the extent to which you agree or disagree to the information provided in Table. Rating scale. *1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree*

**Theme I: Contributions of intrinsic and extrinsic motivation on employee performance in Local Government**

N/S	Item	1	2	3	4	5
1	In this Municipal Council, motivation can be divided into extrinsic and intrinsic motivation					
2	This council provide salary and benefits, promotion and disciplinary action for its human resource					
3	Performance-related-pay improve worker performance through direct incentive in this municipal council					
4	In KMC, non-monetary types of rewards are meaningful to employees and very motivating for performance improvement					
5	In this council, recognition and promotion are needed to encourage all employees for work towards goals and targets					
6	This municipal council have created a working environment and to developed policies and practices that provide for higher levels of performance from employees					
7	Social reward, symbolic rewards, has been observed to play key role in defining the direction of staff performance in Kabale MC					

8. How have intrinsic and extrinsic motivation affected employee performance in Local Government?

.....

.....

.....

**Theme II: Other factors other than motivation affecting employee performance in Local Government**

N/S	Item	1	2	3	4	5
1	In KMC, goal setting and providing feedback to employees have increased their performance					
2	Improvements in technology like the use of IFMS and IPPS have improved timely reporting and accountability in this council					
3	In this municipal council, there is delegation of duties which enhance performance quality					
4	Abilities, training and experience of staff enhance employee performance in this council					
5	Performance of employees in this council is also affected by political leadership					
6	Funds availability and disbursement by the government have also affected employee performance in this council					
7	Employee performance in this municipal council have been affected by natural disasters like Covid-19 outbreak and environmental conditions like heavy rains in winter season					

**8.** In your opinion, describe other factors other than motivation affecting employee performance in Local Government?

.....

.....

.....

.....

**Theme III: Relationship between motivation and employee performance in Local Governments**

N/S	Item	1	2	3	4	5
1	In KMC, there is good relationship between motivation and employee performance					
2	Increased autonomy enhances work productivity in this council					
3	Employee participation in organization measures develops motivation and job-satisfaction level in this council					
4	Employee empowerment grants people with responsibility and authority to act as it puts people in control of their own destinies					
5	In this council, the degree of reward influences the quality and quantity of work, and in turn improved performance					
6	Employee benefit programmes have greater impact on work-motivation and employee performance in this council					
7	A motivated employees of this municipal council are responsive of the definite goals and objectives they must achieve					

**8.** In your opinion, describe how motivation and employee performance are related in Local Governments in Kabale Municipality?

.....  
 .....  
 .....

**End**

**Thank you for your time**

## **Appendix 5: Interview Guide for Head of Departments**

Venue of interview.....

Name of the department:.....

### **Part 1: Introduction**

***Topic: The Relationship between motivation and employee performance of Local Government in Kabale Municipal Council.***

The purpose of the interview is to gather views on motivation and employee performance of Local Government in Kabale Municipal Council. In the following interview, please respond truthfully as you can.

*The respondent introduces him/herself, (give details of bio-data, and experience)*

### **Part 2: Specific Questions**

1. Do you think intrinsic and extrinsic motivation contributes to employee performance in Local Government?
2. In what ways do intrinsic and extrinsic motivation contribute to employee performance in Local Government?
3. What are other factors other than motivation affecting employee performance in Local Government?
4. Do you think in this municipal council, there is delegation of duties which enhance performance quality?
5. Do you agree that motivation is related employee performance in Local Governments?
6. Do you think employee participation in organization measures develops motivation and job-satisfaction level in this council?

***“I Thank You”***