

**THE IMPACT OF MOTIVATION ON EMPLOYEE PERFORMANCE AT KAMPALA
CAPITAL CITY AUTHORITY KCCA**

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
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DECLARATION

I MUKAMUTESI KELLEN declare that this is my work and it has never been submitted to any other institution or university.

Name.....MUKAMUTESI KELLEN.....

Signature..........Date.....17/09/2024.....

APPROVAL

This is to certify that MUKAMUTESI KELLEN has done this research under my supervision and is now ready for submission.

Signature:  Date: 13/09/2024

MADAM ENID NAMAYANJA

DEDICATION

I dedicate this research report to my beloved parents, siblings and friends for their unreserved care, love and guidance that has enabled me to reach this far. May the almighty God bless you abundantly.

ACKNOWLEDGEMENT

I acknowledge the almighty God for his guidance, provision and protection throughout this research.

Sincere thanks to my supervisor madam Enid Namayanja for the guidance and support she has given me in compiling this research.

Lastly, I thank my family for their continuous support and prayers.

TABLE OF CONTENTS

DECLARATION	i
APPROVAL.....	ii
DEDICATION.....	iii
TABLE OF CONTENTS	v
LIST OF TABLES.....	viii
LIST OF ACRONYMS	ix
ABSTRACT.....	x
CHAPTER ONE	1
INTRODUCTION.....	1
1.0Introduction.....	1
1.1 Background of the study	1
1.2 Statement of the problem.....	3
1.3Objective of the study	4
1.4 Research questions.....	5
1.5 Scope of the study	5
1.6 Conceptual framework	5
1.7 Significance of the study.....	6
1.8 Justification of the study	7
1.9 Operational definition of terms	7
CHAPTER TWO	9
LITERATURE REVIEW	9
2.0. Introduction.....	9
2.1. Key concepts.....	9
2.2. Theoretical Foundation	14
2.3. Empirical review on the relationship between motivation and employee performance	15

2.4. The relationship between monetary rewards and employee performance ..	17
2.5. The relationship between promotion and employee performance	20
2.6. The relationship between recognition and employee performance	24
2.7. Summary of the literature	26
CHAPTER THREE	29
RESEARCH METHODOLOGY	29
3.0 Introduction	29
3.1 Research design and approach.	29
3.2 Area of study	29
3.3 Study population	29
3.4 Sample size determination	30
3.5 Sampling techniques.....	31
3.6 Sources of data	32
3.7 Data collection instruments	32
3.8 Measurement levels.....	32
3.9 Procedure of data collection	33
3.10 Quality/error control	33
3.11 Data processing and analysis.....	34
3.12 Regression Model	35
3.13 Ethical consideration.....	36
CHAPTER FOUR	37
DATA PESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS	37
4.0. Introduction	37
4.1 Response rate.....	37
4.2 Findings on demographic characteristics of respondents.....	37
4.3 The effect of monetary rewards on employee performance at Kampala Capital City Authority in Uganda.	41

4.4 The effect of promotion on employee performance at Kampala Capital City Authority in Uganda.	45
4.5 The effect of recognition on employee performance at Kampala Capital City Authority in Uganda.	48
4.6 Understanding the results of motivation on employee performance	52
CHAPTER FIVE	58
SUMMARY OF THE FINNDINGS, CONCLCUSION AND RECOMMENTION.....	58
5.0. Introduction.....	58
5.1. Summary of the findings	58
5.2. Conclusion.....	60
5.3. Recommendations.....	62
5.5. Limitation of the study.....	63
5.6. Further areas of the study.....	64
REFERENCES	65
APPENDICES.....	67
APPENDIX I: QUESTIONNAIRE FOR STAFF OF THE KAMPALA CAPITAL CITY AUTHORITY	67
APPENDIX II: SAMPLE SIZE DETERMINATION	73
APPENDIX III: DATA COLLECTION PERMISSION LETTER.....	74

LIST OF TABLES

Table 4.1: Shows The Gender of the Respondents	38
Table 4.2: Shows The Age Bracket of the Respondents.....	38
Table 4.3: Shows the Marital Status of the Respondents.....	39
Table 4.4: Shows The Education Level Of The Respondents	40
Table 4.5: shows the duration of working in the organization of the respondents .	41
Table 4.6: shows the effect of monetary rewards on employee performance at Kampala Capital City Authority in Uganda.	41
Table 4.7: shows the effect of promotion on employee performance at Kampala Capital City Authority in Uganda.....	45
Table 4.8: shows the effect of recognition on employee performance at Kampala Capital City Authority in Uganda.....	49
Table 4.9: shows Understanding employee performance as a dependent of motivation.	53

LIST OF ACRONYMS

Ep	Employee performance
HR	Human Resource
KCCA	Kampala Capital City Authority
M:	Motivation

ABSTRACT

The study aimed at examining the impact of motivation on employee performance at KCCA. Objectives that guided the study included; the relationship between monetary rewards and employee performance, the relationship between recognition and employee performance and the relationship between motivation and employee performance. The findings showed that motivation had a profound impact on employee performance. The study shows that employees who receive monetary rewards work and achieve their performance targets, promotion opportunities lead to increased job satisfaction and that recognition strategies significantly impact employee performance. The limitation of the study was that it only focused on the impact of motivation on employee performance without considering other factors that may influence performance. The recommendations of the study were; to improve motivation and employee performance, KCCA should develop and implement effective motivation strategies such as recognizing and rewarding employees for their contributions.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter presented the impact of motivation on employee performance at Kampala City Council in Uganda. Basing on my personal view at KCCA, The Kampala City Council is a critical institution in Uganda's local government system, providing essential services to citizens. However, the council faces challenges in delivering effective services due to inadequate employee motivation and performance. By investigating the impact of motivation on employee performance in the Kampala City Council, this study aimed at providing actionable insights that can inform strategies to enhance employee motivation and performance, ultimately improving service delivery to citizens. Furthermore, this chapter presents the background of the study, statement of problem, purpose, objectives, research questions, scope, significance of the study and conceptual framework of the study.

1.1 Background of the study

Employee performance

It has been defined as the extent to which a given employee undertakes his duties and responsibilities assigned to him. In a broader perspective, this includes factors such as quality and quantity and effectiveness in work and workplace behaviors conducted by employees. In this study, Ashley and Thompson's definition has been adopted, because it narrows down to the effect of the reward system on employee behavior.

The performance of employees is one of the most vital ingredients in achieving organizational success, and it connects with organizational productivity, quality of work, and achievement of goals. According to Aguinis, 2013, efficient employee performance management ensures employees are working toward the same objectives and hence are motivated to realize their best. Indeed, motivation, job satisfaction, and leadership style, among other factors, have been established through studies as influencing the performance of employees directly. Moreover, individual differences in personality and cognitive abilities also predict to a great extent the level of performance of an employee.

These are factors that an organization should know while devising strategies for enhancing the performance of the employees within an organization. Employee performance, when combined with the attainment of organizational objectives, ensures competitive advantage. However, there are challenges associated with measuring employee performance; hence, the need for quality and reliable evaluation tools.

Performance includes both task performance and contextual performance. Task performance by an individual means performing the activities that help their organization. Where on the other hand, contextual performance supports the organizational environment social and psychological aspects. Job satisfaction is a factor that affects employee's performance to a great extent. Employees are satisfied with the challenging jobs, which are meaningful, providing autonomy to them. The leadership style and work-life balance also provide the grounds for job satisfaction as indicated by Spector, 1997. Employee satisfaction becomes of prime importance as it plays a crucial role in employee turnover. Hom & Kinicki, 2001. From this perspective, employee performance is said to be connected with motivational factors, either internal or external. This paper explores how the reward system influences employee motivation and subsequent performance..

Motivation

Motivation has been regarded as an essential ingredient for every organization and business that wants to be successful and have a desire to get constant progress. The knowledge on the strength of the successful organization or any aspect of any business is almost traced from its motivated employees whose hardworking yields organizational performance. It is well conceived that a motivated employee is the one with a set course concerned with a kind of strength that boosts one's performance and directs towards achieving some definite targets. The performance of the organization and the employee's motivation goes parallel to ensure that maximum organizational success is achieved. A well-motivated individual is responsive of definite target and oriented on objectives that he or she must achieve. It is for this reason that he or she directs it influence in that direction. Motivation seems to be one of the most important tools for retaining employees and increasing productivity. Organizations design motivation systems to encourage employees to perform in the most effective ways

and also attract potential candidates. It is reported that one of the many ways to motivate employees is through giving rewards and incentives for good performance; that is why organizations are argued to motivate employees in different ways, as possible. Ref Memmott and Growers, 2012.

Pay and incentive motivators in public service are a form of compensation for work done to motivate and retain employees to avoid expensive recruitment and training for replacement. In this regard, governments around the world, and Uganda in particular, continue to pursue efforts toward motivating its workforce. Motivation is among the crucial factors toward increasing performance in order to achieve organizational goals. Low motivation or a complete lack of motivation within any organization leads to inefficient employees, labor turnover, fraud, corruption, absenteeism, and indiscipline at work for an individual. Good supervisors and managers maintain a positive attitude by valuing their employees and treating them fairly through designing a supportive environment which motivates the employees. The efficient motivation system can only be created when the question is answered on what really motivates the employees. According to Armstrong, 2009, the job satisfaction of the employees which is related to the attitudes and feelings people have about their work is directly related to how such people are motivated. Positive and favorable attitudes towards the job indicate job satisfaction. It is also one of the goals of the HR manager to develop motivated workers and raise their morale towards their job.

1.2 Statement of the problem

Kampala Capital City Authority (KCCA) has made significant strides in enhancing public service delivery, despite facing numerous challenges (KCCA, 2022, p. 12). However, to sustain and build upon this progress, it is essential to examine the current system governing employee motivation and performance (KCCA, 2020, Employee Motivation Report, p. 5). Notably, the organization's reward structures are inconsistent and ineffective, failing to adequately recognize and incentivize high-performing employees (KCCA, 2019, Human Resource Management Report, p. 10). Furthermore, limited promotion opportunities have resulted in stagnation and demotivation among employees, while inadequate recognition mechanisms have led to feelings of undervaluation and low job satisfaction. As a result, employee

performance has been suboptimal, impacting service delivery quality and efficiency, and leading to high employee turnover rates and decreased morale.

In the past years, Kampala Capital City Authority (KCCA) has faced a significant decline in employee performance due to low motivation levels among staff (KCCA REPORT on employee motivation Report, 2022). Despite efforts to improve public service delivery, KCCA employees' motivation remains a major concern (The Observer newspaper on Employees' Motivation Levels Worrying, 2022). Low salaries, inadequate resources, and poor working conditions have led to demotivation, resulting in high absenteeism, turnover, and reduced productivity (The Monitor Newspaper, 2022). The situation was due to inadequate recognition and reward systems, lack of opportunities for growth and development, and poor leadership (KCCA REPORT on Public Service Delivery Improvement Report., 2022). This resulted into decreased morale, job dissatisfaction, and reduced commitment among employees (The Independent newspaper, 2022). The consequences include poor service delivery, decreased citizen satisfaction, and reduced revenue collection (Employee Morale and Job Satisfaction Survey KCCA Report, 2022). Despite the improvements, there remains a need by KCCA to achieve maximum performance. Therefore, this study will aim to investigate the impact of motivation on employee performance in KCCA, Uganda, to inform strategies for improving employee motivation and performance.

1.3 Objective of the study

General objective of the study

The general objective of the study is to examine the impact of motivation on employee performance at KCCA

Specific objectives

The objectives of the study will be to;

- a)** To examine the effect of monetary rewards on employee performance at KCCA.
- b)** To examine the effect of promotion on employee performance at KCCA.
- c)** To examine the effect of recognition on employee performance at KCCA.

1.4 Research questions

- a) What is the effect of monetary rewards on employee performance at KCCA?
- b) What is the effect of promotion on employee performance at KCCA?
- c) What is the effect of recognition on employee performance at KCCA?

1.5 Scope of the study

Content scope

The study was conducted among the employees of KCCA and it concentrated on the impact of motivation on employee performance. It looked at motivation as an independent variable and employee performance as a dependent variable.

Time scope

The study was conducted for a period of three months from May to August of allow the researcher analyze the impact of motivation on employee performance at KCCA and assess the feedback from employees.

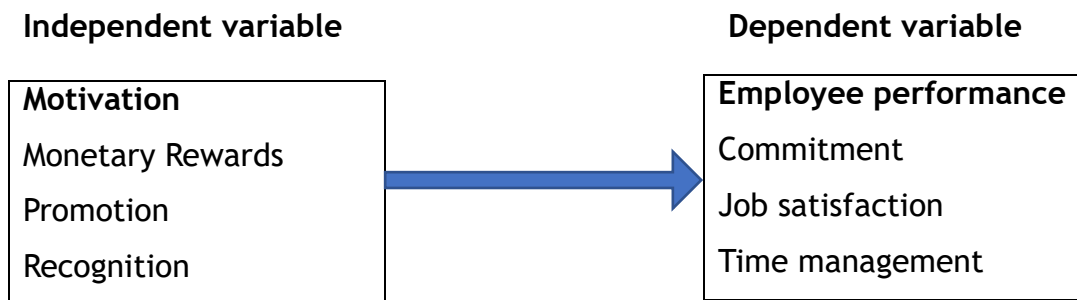
Geographical scope

The study was conducted at Kampala Capital City Authority. KCCA is headquartered in Kampala, the capital city of Uganda, with various offices and departments spread across the city. As we focus on the employee motivation and rewards system, we are specifically looking at the Department of Human Resources, which is responsible for managing the organization's workforce. This department has approximately 120 employees, who oversee human resources functions such as recruitment, talent management, benefits administration, and employee relations. Our case study will concentrate on this department, examining the current motivation and rewards practices, and exploring opportunities for improvement to enhance employee engagement and performance. By focusing on the Department of Human Resources, we aimed to gain a deeper understanding of the employee motivation and rewards system within KCCA, and identify strategies to support the well-being and productivity of its employees.

1.6 Conceptual framework

A conceptual framework according to Osei (201), illustrates the linkages that exist between the different variables and it shows the direction and the relationship of

the different elements in the study. The conceptual framework provides a foundation for focusing on specific variables for the study.



Source: (Eisenberger et al., 2020)

The conceptual framework above shows the effects of motivation on employee performance of KCCA. Motivation has three parameters, which are Rewards, Promotions and Recognition whereas employee performance is measured in terms of commitment, Job satisfaction by the employer and Time management.

1.7 Significance of the study

The findings of this study will provide valuable insights into the relationship between motivation and employee performance at KCCA, enabling managers to develop targeted motivation strategies that address specific needs and improve overall performance and productivity. By understanding what motivates employees, managers can create a work environment that fosters engagement, job satisfaction, and high performance. This, in turn, will lead to improved service delivery, increased efficiency, and enhanced organizational effectiveness. Ultimately, the study's findings will contribute to the development of a motivated and productive workforce that drives KCCA's success.

The study's findings will benefit KCCA employees by helping them understand the motivation strategies implemented by the organization and how they impact their performance and well-being. By recognizing the value of motivation, employees will be more likely to embrace and respond positively to motivation initiatives, leading to increased job satisfaction, reduced turnover, and improved overall quality of life. Furthermore, the study's findings will empower employees to take an active role in seeking motivation and development opportunities, leading to personal and professional growth. This, in turn, will enhance employee engagement, commitment, and loyalty to the organization.

This study will contribute significantly to the existing body of knowledge on employee performance in organizations, providing new insights and perspectives on the complex relationships between motivation, employee performance, and organizational effectiveness. The study's findings will serve as a foundation for future research in this area, informing the development of evidence-based strategies and interventions aimed at enhancing employee performance and productivity. Additionally, the study's findings will provide valuable lessons and best practices for organizations seeking to improve employee performance, informing the design of effective performance management systems, and talent development initiatives. By shedding light on the factors that drive employee performance, this study will make a meaningful contribution to the field of organizational behavior and human resource management, ultimately supporting organizations in their quest to achieve optimal performance and competitiveness.

1.8 Justification of the study

The main reason for this study was to examine the impact of motivation on employee performance (Latham, 2007). The researcher chose this topic to investigate how to improve performance among employees, as poor performance has been a persistent issue among KCCA employees due to poor working conditions and insufficient remuneration (KCCA, 2020, Employee Performance Report). Therefore, this research aimed at improving employee performance through understanding how motivation can increase employee performance (Armstrong & Murlis, 2007). This is because a well-motivated workforce has higher levels of morale and is committed to the organization and its goals (Giangreco et al., 2015).

1.9 Operational definition of terms

Employee Performance:

Employee performance refers to the extent to which an employee achieves their job responsibilities and contributes to the organization's goals and objectives. It encompasses the quality and quantity of work produced, as well as the employee's behavior and attitude towards their job. Effective employee performance is critical to achieving organizational success.

Motivation:

Motivation refers to the internal or external factors that stimulate an employee's desire to achieve their goals and perform their job responsibilities. It is the driving force that initiates and sustains employee behavior, influencing their direction, intensity, and persistence. Motivation can be intrinsic (personal satisfaction) or extrinsic (external rewards).

Monetary Rewards:

Monetary rewards refer to financial incentives provided to employees in recognition of their performance, such as bonuses, salary increases, or profit-sharing. These rewards aim to motivate employees by providing a tangible return on their efforts, improving their financial well-being, and recognizing their contributions. Monetary rewards can be a powerful motivator for many employees.

Promotion

Promotion refers to the advancement of an employee to a higher-level position within the organization, often accompanied by increased responsibilities, status, and rewards. Promotions recognize employees' growth, skills, and contributions, providing new challenges and opportunities for career development. Effective promotions can motivate employees by offering a sense of achievement and progress.

Recognition

Recognition refers to the acknowledgment and appreciation of employees' achievements, efforts, and contributions to the organization. It can take various forms, such as public praise, awards, or written commendations. Recognition motivates employees by providing a sense of accomplishment, boosting self-esteem, and reinforcing desired behaviors.

CHAPTER TWO

LITERATURE REVIEW

2.0. Introduction

The aim of this chapter is to critically review literature on how monetary rewards, promotion, and recognition influence employee performance. Key concepts, theories, and empirical findings on the independent variable-supervision support-and the dependent variable-employee job satisfaction-are reviewed. This chapter also identifies the lacunars in the existing literature and provides the justification for the importance of the proposed study by synthesizing findings of those studies. This chapter will endeavour to identify the key factors that influence employee performance and inform evidence-based management practices in light of the synthesized findings.

2.1. Key concepts

Employee performance

The success of an organization depends largely on employee performance. Employee performance has also been identified to relate to various factors: individual and organizational. According to Campbell et al., 1993, motivation, job satisfaction, and commitment to organization influence employee performance. According to Hackman & Oldham, 1976, leadership and management practices like goal-setting, feedback, and coaching also relate to employee performance. Individual personality traits like conscientiousness and neuroticism also can affect employee performance (Tett & Burnett, 2003). In general, employee performance is something quite intricate and even multicomponent in several ways.

Employee performance can be measured on several occasions, including aspects like productivity and quality, taken together or separately, besides consumer satisfaction. According to the research, there is a meaningful relationship where employee performance can be predicted by individual differences including cognitive ability and personality traits. Organizational factors such as culture, climate, and resources influence employee performance. Besides that, employee performance is related to job characteristics such as autonomy, feedback, and task significance. Generally speaking, employee performance is an extremely important

aspect for the success of organizations; it can also be influenced based on individual and organizational factors.

One of the most important means through which employee performance can be improved is by effective leadership and management. Among various types of leadership, there has been a positive influence of transformational leadership on employee performance because such style of leadership provides purpose and meaning to them. Managers should develop employees and ensure their growth; giving feedback and coaching is considered in order to improve the quality of performance. Rewards or, in general, recognition for outstanding performance are very important. Aside from that, organizational culture and climate may also affect the performance of the employees, and managers should tend to develop a work environment supportive and motivating for employees.

Employee performance is a crucial ingredient needed in the success of any organization. According to Campbell et al. (1993) individual motivation, leadership and organizational culture are some factors affecting employee performance. Individual differences vary the level of performance caused by employees; for instance, cognitive ability and personality traits, scientifically proved by Schmidt & Hunter (1998). Furthermore, there are some job characteristics such as autonomy, feedback, and task significance that may influence employee performance. In this respect, Hackman and Oldham, 1976, present some job characteristics influencing employee performance. In addition, organizational resources such as training and development influence employee performance. In this respect, Noe & Wilk, 1993, discuss organizational resources influencing employee performance. Overall, employee performance is an imperative ingredient in organizational success and may be influenced by various factors both at the individual and organizational levels.

Employee performance has been considered to be a multidimensional construct, covering productivity and quality issues as well as customer satisfaction. Individual differences in cognitive ability and personality traits are known to affect employee performance. Organizational factors relate to an agency's culture, climate, and resources. Added to that, the job characteristics-autonomy, feedback, and task significance-can also affect performance on the part of the employee. In general,

employee performance has a complex and multifaceted nature; therefore, it can depend on a range of individual or organizational variables.

Individual differences such as emotional intelligence and creativity may also vary between employees in terms of making a difference in their performance (Goleman 1995). It has been shown from studies that individuals with high emotional intelligence perform better in their jobs than others do, Joseph & Newman, 2010. Job characteristics like autonomy, feedback, and task significance can also affect the performance of employees. Also, the organizational resources would be training and development that may affect employee performance. Generally, one of the most intricate and multi-dimensional concepts affecting employee performance can be the result of different individual and organizational variables.

Work performance can be considered as an important part of organizational success; at the same time, individual factors like motivation, leadership, and organizational culture may determine the execution of different work behaviors. Individual differences of employees represented by cognitive ability and personality traits have been found to predict employee performance. Other factors likely to influence employee performance are job characteristics such as autonomy, feedback, and task significance made by Hackman & Oldham (1976). On the other hand, employee performance is likely to be influenced by organizational resources including training and development opportunities suggested by Noe & Wilk, 1993.

Motivation

Motivation is then a multi-dimensional concept that may be nurtured from a variety of personal and organizational influences. Evidence suggests that intrinsic motivation-that which emanates from genuine interest and enjoyment-is far more potent and enduring than extrinsic motivation, which is primarily driven by rewards and pressures coming from outside. The motivation, on other hand, depends largely upon organizational issues: management, culture, and job design are other factors. Accordingly, leadership is important in enhancing motivation among employees; it institutes meaning and direction to the goals that employees

set. In this regard, research has indeed proved that transformational leadership has a positive effect on employee motivation. Besides, motivation may be subjected to job characteristics such as autonomy, feedback, and task significance. Individual differences such as personality traits and emotional intelligence also render an impact on the levels of motivation. For example, it has been found from research that individuals with high levels of conscientiousness and emotional intelligence tend to be more motivated and perform better in their jobs (Joseph & Newman, 2010). Overall, motivation is a very critical component in achieving organizational success. Motivation can be described as an important factor for organizational success. The individual motivational level may be due to various elements such as different types of leadership, culture, and job design. Individual differences comprising cognitive ability and personality traits can show predictability in employee motivation. Organizational factors comprising culture, climate, and resources can influence employee motivation. Motivation can be measured on the basis of various criteria comprising self-report measures and behavior observation techniques. It also paves the way for the leadership styles that are to be considered, including transformational and transactional leadership. Additionally, motivation may also be influenced by characteristics of a job, including autonomy, feedback, and task significance. A number of studies show that motivated employees are more creative and innovative, with higher job satisfaction. In addition to this, motivation may be founded based on individual differences in the form of emotional intelligence and creativity. In short, employee motivation is one of the main variables determining organizational success. Motivation of employees can be approached through several interventions: training and development opportunities may contribute to its improvement.

Work motivation is considered a critical ingredient in achieving organizational effectiveness and, as such, may be a function of variables associated with either the leadership, cultural, or job design aspects. Individual differences, especially cognitive ability and personality traits, emerge as the best predictors of employee motivation. Employee motivation is also influenced by the organization in terms of culture, climate, or resources. Other ways that motivation can be measured include self-report measures and behavioral observations. Further, leadership styles may influence employee motivation, such as through transformational and

transactional leadership. Additionally, autonomy, feedback, and task significance are elements of job characteristics motivational processes. Research has also pointed towards a nexus between employee motivational factors and job satisfaction, employee creativity, and innovative approaches. Motivation can also be influenced by individual differences variables like emotional intelligence and creativity. In all, motivation among workers is a fundamental driving force behind organizational performance. Work motivation may be enhanced through numerous forms of intervention, among which are training and development opportunities.

Other influences on motivation will include individual differences such as personality traits and emotional intelligence. According to Goleman, 2000, studies indicate that those who are high on conscientiousness and emotional intelligence are more motivated and usually perform better at their places of work. On the contrary, motivation is influenced by organizational resources such as training and development. According to Noe, 2008.

Motivation is an essential ingredient to getting things done in organizations. It may be affected by leadership, culture, and job design among many others. For example, individual differences in cognitive ability and personality traits can predict employee motivation. Organizational factors such as culture, climate, and resources may affect employee motivation.

The factor of motivation is perhaps the most impactful that influences performance from employees and hence subsequent organizational success. As Amabile (2001) claims, intrinsic motivation derived from personal interest and enjoyment in doing work is a more long-lasting and hence effective propellant of employee performance than extrinsic motivation propagated through exogenous awards and pressures. Intrinsic motivation is also associated with heightened job satisfaction, creativity, and innovation. Apart from that, motivation can be also influenced through organizational factors: leadership, culture, and job design. Effective leadership will be able to build up a sense of purpose and meaning and hence will lead to an increased motivation in employees. Regarding effective leadership, it was stated that the Transformational style of leadership impacts positively on employee's motivation since it encourages them to excel and innovation as well. More recently, motivation has also been linked to job

characteristics, such as autonomy, feedback, and the tasks themselves that pertain to task significance. Other individual differences or variables include personality traits and emotional intelligence, which seem to be related to motivation. In particular, scholars have identified conscientiousness and emotional intelligence as two personality traits that increase one's motivation and performance on the job. Thus, motivation is a multi-dimensional concept that best could be explained by bringing individual factors in relation with organizational factors.

2.2. Theoretical Foundation

In satisfying the purpose of this study, the research uses four theories of motivation to explain employee motivation in KCCA. The need theories by Maslow's Hierarchy of Needs, 1943, and McClelland's Acquired Needs Theory, 1961, explain employees' motivations in relation to fulfilling basic needs. It is also explained by some equity theories, such as Adams' Equity Theory of 1963, stating that individuals are motivated by feelings of equity or justice. Expectancy theories, like Vroom's Expectancy Theory of 1964, explain that employees are motivated based on their expectations for rewards versus punishment. By identifying various theories, organizations are in a position to establish appropriate mechanisms to increase the motivation levels and, consequently, the performance level among employees.

While highly influential, Maslow's hierarchy of needs has its fair share of criticism. The first major shortcoming is that, through this theory, man will have exactly the same needs—a proposition frowned upon since individual differences do play a crucial role in shaping motivational patterns. According to McClelland, 1961, the second major weakness lies in how the hierarchical presentation grossly simplifies the complexity of human needs, which, in fact, are an interwoven series of needs in people. Secondly, the theory does not take into consideration cultural and contextual variables influencing motivation. With such shortcomings, Maslow's theory has remained one of the foundational frameworks of human motivation.

Herzberg's two-factor concept reflects motivation more elaborately by bifurcating between hygiene factors and motivators. According to Herzberg (1959), the hygiene factors such as salary and working conditions are needed to avoid dissatisfaction but are not motivators. Recognition and growth opportunities, on

the other hand, are motivators that spur employees toward motivation and satisfaction. This concept thus shows that both extrinsic and intrinsic factors are relevant in framing a motivation understanding. Herzberg's theory has been applied to organizational settings for increasing motivational levels and satisfactions among employees. Yet, it has still been criticized due to the oversimplification of motivational factors.

SDT embedded motivational salience in a broader framework of human needs for autonomy, competence, and relatedness. People have an innate tendency to be curious about challenges and to learn, according to the SDT. Thus, intrinsic motivation emanates from that, while extrinsic motivation emanates from rewards and pressures emanating from outside sources. Applications of SDT across educational and organizational settings aim at improving motivation and well-being. According to the theory, the reason for this outcome is that autonomy, competence, and relatedness have been facilitated. SDT has also been used to study the effects of external rewards on intrinsic motivation.

The job characteristics model, or JCM, can be used to prescribe how job design affects motivation. According to the JCM, five core dimensions of jobs-skill variety, task identity, task significance, autonomy, and feedback-affect employee motivation and satisfaction. Jobs that are designed with these dimensions in mind are more motivating, productive, and satisfying. The JCM has widely been utilized within organizational settings to further enhance job design and employee outcomes. The theory specifies that job design should be a considered element within understanding employee motivation. The JCM also has been used to understand the effects of job design on employee well-being.

2.3. Empirical review on the relationship between motivation and employee performance

The research will fill the knowledge gap on how motivation influences the performance of employees in KCC, Uganda. While KCC has a good history of employee performance, there is still room for improvement of its motivational framework. The study would offer insight with actionable findings that could be used to drive strategic adjustment in motivational practices as a recommended motivational strategy that would drive supportive and involving work

environments.

Motivation is considered the most important determinant of employees' performances, and the majority of researches relating to organizational behavior have targeted motivation. Motivated employees display higher job satisfaction, creativity, and innovation (Gagne & Deci 2005). In addition, motivation can be anchored to individual differences including personality traits and emotional intelligence. The measures of motivation include self-report surveys, for instance, the Motivation at Work Scale (MAWS) and the Intrinsic Motivation Inventory (IMI) (Kuvaas & Selart, 2009). Employee performance can be measured by metrics such as sales performance, productivity, and quality of work. Because of this, motivated employees typically perform better in their jobs and bring a more productive and effective methodology. Also, motivation may be influenced by some organizational variables such as culture, climate, and resources provided by the organization. Good leadership also plays a very important role in affecting employees' performance and enhancing their motivation towards working.

Success within organizations is always linked with employee motivation. It may influence leadership, culture, or job design. Individual differences such as cognitive ability and personality traits constitute reasonable predictors of employee motivation. Organizational issues such as culture, climate, and resources too make a difference in motivating the employees. Other ways of measuring employee motivation include employee engagement surveys, such as the Gallup Q12 and UWES. Employee performance can be measured against key metrics such as customer satisfaction, sales growth, and return on investment. A couple of other job attitudes that have been found to correlate higher with motivated employees are job satisfaction and organizational commitment. Moreover, these can also be motivated through job characteristics like autonomy, feedback, and task significance.

Accordingly, employee motivation may be encouraged through various interventions in goal setting, feedback, and work recognition. It has also been identified that motivated employees have a greater sense of job satisfaction, creativity, and innovation. Individual differences in emotional intelligence and creativity could, however moderate motivation. Indicators of employees'

motivation may refer to employee engagement surveys, for example, the Gallup Q12 and the Utrecht Work Engagement Scale. Measures for employee performance include customer satisfaction, sales growth, or return on investment. As suggested by individual studies on job satisfaction and organizational commitment, motivated employees are likely to hold higher magnitudes. In addition, motivation may also be nurtured from organizational factors like culture, climate, and resources.

As Latham (2007) argues, motivation is "a multiconstruct, multidimensional concept that may be contingently influenced by a myriad of individual and organizational factors." On one hand, it has been documented that employee motivation can be predicted based on individual difference variables such as cognitive ability and personality traits. On the other hand, employee motivation may also be contingently related to organizational-level culture, climate, and resources. The most common measures of motivation, due to the subjective nature, are self-report surveys such as MAWS and IMI found by Kuvaas & Selart, 2009. However, they can also be more objective measures when it comes to employee performance: sales performance, productivity, and quality of work (Latham, 2007).

Motivation can be emanated through a number of aspects that include leadership, culture, and job design. Effective leadership, according to Latham (2007), plays the role of creating meaning for employees by infusing a sense of purpose. Bono and Judge (2004) express that this aspect enhances employee motivation because what they are doing has a meaning. Motivation will also emanate from job characteristics that encompass autonomy, feedback, and task significance. The measures of motivation include but are not limited to self-report surveys, such as the JDS and WMS. Employee performance measures include but are not limited to metrics around productivity, quality of work, and sales performance (Kuvaas & Selart, 2009; Latham, 2007).

2.4. The relationship between monetary rewards and employee performance

Monetary rewards have been one of the most widely used methods for motivating employees to perform well (Eisenberger et al., 1986). Some scholars indicate that monetary rewards enhance employee motivation, job satisfaction, and

performance. However, the relationship between monetary reward and employee performance is not an easy one to comprehend. Monetary rewards may have both positive and negative effects on employee performance. It depends on such factors as individual differences, task type, and organization culture. Monetary reward is an effective motivator, but care should be taken in its usage. Overreliance on monetary rewards may lead to some negative consequences. Employees may become so focused on the reward that they forget about the task. Besides, monetary rewards do not work for all employees. These effects may vary from one individual to another and from one organization to another. In using monetary rewards, one must consider these factors to establish an effective use of it.

There are significant individual differences in the response of employees to monetary rewards Amabile 1993. While some employees are motivated by monetary rewards, some are not. Monetary rewards are also influenced by personality traits of extraversion and conscientiousness in employees. Employees who have high levels of extraversion and conscientiousness are motivated more by monetary rewards.

On the other hand, low extraversion and conscientiousness may not affect employees as highly since they are not driven or motivated much by monetary rewards. Differences in individual motivation, such as intrinsic and extrinsic motivation, can be influential variations which moderate how employees react or respond to monetary rewards. For example, employees who have high intrinsic motivational levels are likely not to be interested as much in monetary rewards. High extrinsically motivated employees will be more motivated for monetary rewards. On the other hand, individual differences do not have to be underestimated with respect to their effects on the effectiveness of monetary rewards.

Organizational culture also has an impact on the effectiveness of financial rewards. Monetary rewards can be more effective in an organization which has an extrinsically focused approach to motivation since employees of this organization would more likely be motivated by monetary rewards. Monetary rewards may not be that effective, however, for organizations that take a strongly intrinsically focused approach to motivation. In addition, employees working in these

organizations may show little concern for monetary benefits. Secondly, levels of trust and communication within the organization also control effectiveness in monetary rewards. To be more specific, one may be willing to do certain things if he trusts his leadership and feels that his efforts are well appreciated. Lack of trust and communication in that case leads to adverse results.

The timing and frequency of monetary rewards can also affect their effectiveness. Monetary rewards which are offered right after the task is done may prove to be much more useful than the monetary rewards which are offered at a later time. A monetary reward offered right after the completion may bring more willingness to perform a particular task in employees. Monetary reward offered at a later time may not be as much powerful. Apart from that, the frequency in which the monetary rewards are given also helps to determine its effectiveness. Having monetary rewards given out often may make employees get accustomed and less motivated when an expected reward does not happen as often as they would want. A combination of times and frequencies in relation to rewards can be considered in order to attain a maximum level of effectiveness.

The amount of the monetary reward influences its effectiveness, too. Some may be motivated more with big rewards, while for some, small ones can do the trick. In this regard, offering a big monetary reward in front of workers may persuade them to do some tasks. While small ones are not motivating them enough. Besides, monetary reward effectiveness will be influenced by the level of fairness and equity applied. It would be less probable that employees will be motivated once they perceive the reward as unfair or inequitable. The amount of monetary reward should be a matter of serious consideration in order to maximize its effectiveness.

Cultural differences also affect the efficacy of money rewards. Cultural aspects influence how money rewards could motivate individuals to work. As Hofstede, 2001, affirms, money rewards are believed to be effective in an individualistic setting; however, its effect is suppressed in those that are considered as collectivistic cultures. In individualistic culture, employees are highly motivated by monetary reward, but in the case of collectivistic culture, employees show less concern towards monetary rewards. Regarding this, the proper degree of power distance level also influences the effectiveness of monetary rewards. Hence, a

monetary reward is more likely to motivate employees working in a culture with high-power distance compared to employees working in a culture with low power distance. Cultural differences cannot be belittled as influencing the efficiency of monetary rewards.

The negative effects of monetary rewards include over justification, crowding out, among others. It simply means the employees may gain over concentration on the reward and fail to pay attention to the task. Monetary rewards might lead to an intrinsic motivation decrease as well as the growth of extrinsic motivation. In this case, employees may not feel motivated in carrying out some tasks simply because there is no monetary reward offered. On the other hand, money rewards can also raise employee involvement and motivation. In using monetary rewards, negative outcomes must be considered with great care to maximize the underlying positive effects.

Finally, studies have found that monetary rewards can have a detrimental impact on staff performance if used thoughtlessly (Deci, 1971). For example, when rewards are made contingent upon specific elements of performance measurement, employees begin to concentrate on those aspects to the degree that they eventually fail to attend to other responsibilities that matter. Apart from this, monetary rewards lead to the generation of a culture of competition and individualism among employees, which inversely affects teamwork and collaboration. Prudent consideration, therefore, must be taken in terms of monetary rewards with respect to their negative implications.

It means monetary reward does not always work concerning employee performance, as it depends upon a lot of things. Monetary reward can be a good motivator, but must be utilized carefully in harmony with other motivators like recognition and praise. The trust and communication at the organizational level must also be built up for an effective monetary reward approach. As a result, through the analysis of monetary rewards, their impact on employees' performances would be established upon which an organization would be assured of formulating an effective reward system to motivate performance.

2.5. The relationship between promotion and employee performance

The organization recognizes the contributions of the employees by way of

promotion, which is highly related to employee performance. Promotion basically makes them felt valued and encourages them to deliver top-quality work continuously. Promotion also leads to increased job satisfaction as employees feel a sense of accomplishment and growth. In addition, promotion can result in enhanced worker involvement since the workers feel more committed to the goals of the organization. On the other hand, it can also lead to increased stress and pressure for performance, which could definitely have negative effects on employee performance.

These effects can be minimized with the help of effective leadership as well as various forms of support extended to the employees (Kouzes & Posner, 2007). Promotion may also lead to changes in job role, which could influence performance (London & Mone, 2007). Training and development may also be necessary for new role adjustments (Noe, 2008). Promotion impacts the interpersonal relationships of employees and teams (Druskat & Wheeler, 2003). The main change in work environment and in social support networks may influence the life of an employee at work. Generally, promotion can influence the employee's performance both positively and negatively since it is based on individual and organizational issues. Once such factors are understood, organizations can develop effective promotion ways of influencing employees to improve their performance.

Promotion can lead to greater employee motivation since employees believe they are valued for their work output because they have been rewarded or promoted. This motivation can then be transformed into job performance as employees try to continue performing at a high standard. Promotion can also improve employee engagement, leading to increased commitment and loyalty to the organization. On the other hand, the higher the promotion, the greater the stress and pressure to produce will be felt, thus resulting in negative employee performance. That is where leaders and supervisors come in, to cushion such negative effects. Promotion also creates job role changes, which are very challenging to deal with. Promotion may involve the need for the training and development of an employee for the new role that faces him ahead. Promotion can also reduce relationships with colleagues and teams. There is a shift in the work environment and social support networks. Overall, promotion has found to be affecting employee

performance both positively and negatively.

These might raise job satisfaction because they feel that something has been attained in the way of personal growth. Promotion might also bring about increased retention because employees become more interested in the success of the organization and the accomplishment of its goals. On the other hand, promotion can also lead to increased stress and burnout, especially when an employee feels burdened by added responsibilities. These negative effects can be mitigated through effective communication and support (Eisenberger et al., 1986). Promotion can also lead to changes in employee behavior, where the employees learn to adapt to new roles and responsibilities. Employees may require some development and training for their new roles (Noe, 2008). Promotion can change employee relationships and team dynamics. The latter may also lead to changes in the work environment and social support networks that employees experience.

These might raise job satisfaction because they feel that something has been attained in the way of personal growth. Promotion might also bring about increased retention because employees become more interested in the success of the organization and the accomplishment of its goals. On the other hand, promotion can also lead to increased stress and burnout, especially when an employee feels burdened by added responsibilities. These negative effects can be mitigated through effective communication and support (Eisenberger et al., 1986). Promotion can also lead to changes in employee behavior, where the employees learn to adapt to new roles and responsibilities. Employees may require some development and training for their new roles (Noe, 2008). Promotion can change employee relationships and team dynamics. The latter may also lead to changes in the work environment and social support networks that employees experience.

This will eventually result in increased employee commitment, engagement, and loyalty within the organization. Promotion can also lead to increased employee motivation since employees believe that their contributions have been recognized and rewarded appropriately. On the contrary, this will lead to a level of increased stress and pressure to perform, which could result in impairment in performing by employees. Indeed, effective leadership and support can mitigate these adverse effects (Kouzes & Posner, 2007). Actually, promotion may affect job assignments

and alter the job-role responsibilities of any promoted employee directly (London & Mone, 2007). Actually, employees may need to be trained and developed in order to cope with the new challenges faced in a different role (Noe, 2008). Promotion may also affect employee relationships and team dynamics. The changes in the work environment and social support networks may be witnessed by the employees.

Promotion may result in increased retention among employees, as they feel themselves invested in the organization and its goals. Promotion may also be associated with increased job satisfaction, since employees feel that they have achieved something and grown. The negative side, however, is that promotion may lead to increased stress and burnout, especially in cases where employees may feel overwhelmed with new responsibilities. Effective communication and support are crucial to mitigate these negative effects (Eisenberger et al., 1986). Promotion can also lead to changes in employee behavior, as employees adapt to new roles and responsibilities (London & Mone, 2007). Employees may need training and development to succeed in new roles (Noe, 2008). Promotion can also impact employee relationships and team dynamics (Druskat & Wheeler, 2003). The job environments and social support networks of workers change.

Promotion may enhance employee motivation because employees feel recognized and valued by the organization for their contribution. Promotion can also lead to increased employee involvement, leading to increased commitment and loyalty to the organization. Promotion, however, may result in increased stress levels, and increased pressure to deliver results may impinge negatively on employee performance. Leadership support is the most important influence to act as a counterbalance in this experience. Promotion also changes the experiences and nature of a job, hence requires employees to cope up with a new situation. The employees would require training and development to excel at new roles. Promotion creates changed relationships and team dynamics too. Employees may also feel the impact of shift in work environment and social support networks.

Promotion can lead to increased job satisfaction, as employees feel a sense of accomplishment and growth (Judge et al., 2001). Promotion can also lead to increased employee retention, as employees feel invested in the organization and

its goals (Boswell & Boudreau, 2001). However, promotion can also lead to increased stress and burnout, particularly if employees feel overwhelmed by new responsibilities (Maslach & Leiter, 2008). These negative effects can be mitigated through effective communication and support (Eisenberger et al., 1986). Promotion can lead to a modification in employee behaviors as employees get into their new roles and responsibilities (London & Mone, 2007). They may need training and development for success in new roles. Promotions could affect relationships and team dynamics too. Employees may experience changes in their work environment and social.

2.6. The relationship between recognition and employee performance

The fact is that recognition significantly impacts an employee's performance, as it increases motivation and engagement (Eisenberger et al. 1986). Employee recognition will make the employees feel valued and appreciated leading to enhanced job satisfaction (Judge et al. 2001). Recognition can also increase employee self-esteem, which may enhance performance and productivity (Pierce & Cameron 2002). Moreover, recognition may foster a perception of belongingness, which in turn strengthens commitment and loyalty to the organization (Harter et al., 2002). Nevertheless, on the other hand, recognition can lead to poor motivation if it's seen as insincere or inadequate (Katz & Fodor, 1963). Recognition must become ritualistic, concrete, and genuine in programs (Eisenberger et al., 1986). Recognition can also impact the employee's interpersonal relationships and teams, which may result in greater collaboration and communication (Druskat & Wheeler, 2003). Changes in the work environment and other social support networks are also observed to occur to employees (Eisenberger et al., 1986). In general, recognition could have a positive or negative impact on the performance of an employee.

Recognition alone can bring job satisfaction since an employee feels valued and wanted, or appreciated, for the good he/she is doing in the organization. Recognition can lead to employee retention as the employees feel invested in the organization and also in its goals. However, recognition sometimes can lead to less motivation if it becomes insincere or infrequent, as argued by Katz and Fodor (1963). Effective recognition practices are timely, specific, and authentic in

nature. Recognition will also impact the performance of a worker in an organization by increasing efficiency and productivity on the job. Feedback and coaching may be necessary to workers to succeed at their jobs. Recognition affects employee relationships and team functioning as communication is improved and more collaboration takes place. Employees' work environment, and their social support networks may also change (Eisenberger et al., 1986).

Recognition can encourage employee engagement, where employees are more committed and loyal to the organization. On this basis, Harter et al. 2002 quote: "Of all the employee engagement elements, recognition is one that managers and leaders can address most immediately." Employee recognition could make them motivated, for one's contribution to organizations would be well appreciated. Nevertheless, various studies have also confirmed that recognition, on the other hand, may reduce motivation when perceived to be fake or not frequent enough. Effective recognition programs are always periodic, clear, and authentic (Eisenberger et al., 1986). Recognition also affects employee behavior; this results in superior quality performance and productivity since they have an improved morale (Pierce & Cameron, 2002). In addition, the workers may require feedback and coaching so as to be effective in their operations. Recognition can influence employee relationships and team dynamics; that is, employees communicate and collaborate with one another more effectively (Druskat & Wheeler, 2003). The employees may notice the impact of changes in their work environment and social support networks.

Recognition may elicit improved job satisfaction—by making it so that workers feel valued and appreciated (Judge et al., 2001)—or an improved tendency to retain, stemming from the sense that investment has been made in those employees regarding the organization and its objectives (Boswell & Boudreau, 2001). On the other hand, recognition can diminish motivation if it seems insincere or poor in quality (Katz & Fodor, 1963). Effective recognition programs should always be regular, specific, and genuine (Eisenberger et al., 1986). Recognition can also impact employee behavior in order to enhance overall performance and productivity (Pierce & Cameron, 2002). Employees might need feedback and coaching in order to learn the job correctly (Noe, 2008). Recognition can also

impact, by increasing collaboration and communication within other employee relationships and team dynamics (Druskat & Wheeler, 2003).

2.7. Summary of the literature

These issues noted in the available literature on motivation and employee performance point out major gaps that further justify the call for more explorations. Taken alone, these problems point to the need for further studies in order to understand better how and what possible influences of motivation are on an organization's chances of success. These disparities in the study findings concerning the impact of such factors as intrinsic motivation, extrinsic motivation, and job characteristics on employee performance only indicate that no general consensus is available in the literature, which is reminiscent of the need for more studies investigating these relationships further. (Amabile, 2001; Gagne & Deci, 2005; Kuvaas & Selart, 2009; Latham, 2007).

Motivation is believed to be a major determinant of employee performance since the motivational level determines an individual's intent and persistence in organizational goals. In situations where an individual is motivated, a better performance is likely to be evidenced through increased levels of job satisfaction, creativity, and innovation, hence improved performance outcomes. Consequently, meaning and purpose can also be given to employees' work, wherein through such meaning ownership of work is derived, with excellence pursued thereafter. The motivation may also stir interest of the workers and hence boost productivity and efficiency. In addition, motivated employees are more likely to observe the organizational citizenship behaviors, such as helping others or volunteering for extra tasks. Motivation can also ensure improved retention, as employees will want to be with the enabling organization longer since it encourages growth. Additionally, motivation can bring along creativity and innovation through risk-taking since working people are willing to explore new ideas and approaches. Overall, motivation is the most imperative driving force that enables employees to elicit their performance for organizational success. By understanding the factors that control motivation, an organization is able to put in place mechanisms for improving its employees' motivational levels to improve performance. In fact, effective motivation may actually yield a competitive advantage, in that

organization employees who are motivated usually outperform those who are not. More precisely, intrinsic motivation stems from personal interest and liking in performing the task as such, so it has proven to enhance employee performance accordingly. The intrinsically motivated employees would thus experience greater autonomy, competence, and relatedness to others, and this in turn may contribute to better performance and well-being. Intrinsic motivation will ensure more creative, innovative, and risk-taking behavior because people will be more interested in trying to look for ways to do things differently. Intrinsic motivation will ensure increased interest by employees in their work, hence raising their productivity and efficiency. In addition, intrinsic motivation may lead to better retention because individuals would want to stay with an organization that helps them and supports their growth. Intrinsic motivation could also lead to increased job satisfaction since employees would be more likely to like their jobs and feel fulfilled. Overall, intrinsic motivation is a crucial factor in terms of enabling employee performance and organizational success. This knowledge of factors that influence intrinsic motivation aids in enabling the organizations to elicit strategies that enhance employee motivation and performance. Effective intrinsic motivation can be a source of competitive advantage since organizations with intrinsically motivated employees generally perform better than organizations with less motivated employees. Intrinsic motivation encourages employees to attain high levels of well-being since they are likely to experience flow and enjoyment in their work.

Individual differences, such as personality traits or cognitive abilities, may moderate the impact of motivation on performance: employees who exhibit a high level of conscientiousness and emotional intelligence also tend to be highly motivated and performing at a high level. Furthermore, individuals with high levels of cognitive ability have a personal interest and enjoyment, therefore intrinsically motivating them. On the contrary, employees who have high levels of extraversion are indeed more likely to be extrinsically motivated, for instance, by social recognitions and gifts. Generally speaking, individual differences may lead to a significant difference in the way motivation affects employee performance. By understanding these differences, each organization can devise ways for increasing the motivation of employees to perform well. Effective motivation might lead to a

higher degree of employee engagement, productivity, and efficiency. Motivation can lead to a greater retention of employees, job satisfaction, and well-being of employees. The organization will be in a position to provide a work environment that motivates all workers in keeping with their needs and preferences by recognizing individual differences and responding appropriately. This may ultimately result in increased employee performance and overall success of the organization.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This section comprises of the research design, area of the study, study population, sample size determination, sample selection, sources of data, data collection instruments, procedure of data collection, data quality control, data processing and analysis and ethical consideration.

3.1 Research design and approach.

In this regard, this research has adopted a quantitative approach as it tends to do a descriptive survey in assessing the effect of motivation on employee performance at Kampala Capital City Authority in Uganda. Being a survey method, this approach was adopted for the study because it would allow the collection and analysis of structured data from a relatively large sample size in which projectable results are derived to a larger population. A quantitative design was adopted for measurement identification of patterns and establishing correlations of variables that would give an elaborate understanding of the relationship between motivation and employee performance. More importantly, the descriptive survey method was appropriate because it allowed for primary data collection using questionnaires, which are ideal in investigating attitudes, perceptions, and experiences of employees. This quantitative approach provides a robust and generalizable framework that will underpin this study, informing evidence-based policies and practices regarding the impact of motivation on employee performance at Kampala Capital City Authority.

3.2 Area of study

The study focused on Kampala Capital city Authority (KCCA) located Nakasero Hill in the central business district of Kampala. KCCA was chosen as the area of study because it played a critical role in the constitutional framework designed to support good employee performance in Uganda.

3.3 Study population

The target population for the study included accountants, managers, internal and external auditors; all these were contacts to the information in the study, hence making it a success. The civil servants targeted in the study comprised of

accountants, procurement officers, Chief Administrative Officer, Assistant Chief Administrative Officer, and Chief Finance Officer. The respondents were targeted and used in order to get reliable and valid information. The target population was 60. For this study, 60 employees were sampled from Kampala Capital City Authority. In a descriptive research design, sample sizes are usually limited, unlike experimental or longitudinal designs. The total number of staff at Kampala Capital City Authority is approximately 500. Kampala Capital City Authority annual report 2022, p.12). A sample size of 60, being approximately 12% of the total population, was thus sufficient for a descriptive study. An acceptable margin of error for the study was considered to be about 10%. A sample size of 60 would thus provide approximately a 9.5% margin of error when computed using the sample size calculator. Other factors included convenience based on time, budget and access to the target group in establishing the appropriate sample size. A sample size of 60 was feasible considering the resources available.

3.4 Sample size determination

The sample size was 52 respondents, which included five (5) Director of human resource, fifteen (15) Manager recruitment and selection, thirteen (13) Manager HR information systems, seventeen (19) Manager employee relations; all were contacted to obtain necessary information. The study was guided by the Krejci and Morgan's (1970) formula $n = \frac{N}{1+N(e)^2}$ to determine the sample size, where n is the sample size, N the study population, 1 is scientifically given and e is the confidence interval (0.05) .

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

Where; N = Target population n = sample size e = level of significance

$$N = 60$$

$$e = 0.05$$

$$n = \underline{60.}$$

$$1 + 60 \times (0.05)^2$$

$$n = \underline{60.}$$

$$1 + 60 \times 0.0025$$

$$n = \underline{60.}$$

$$1 + 0.15$$

$$n = \underline{60.}$$

$$1.15$$

$$N = 52.17$$

$$n = 52 \text{ respondents}$$

Table 1: Summary of Sample Size

Category	Target Population	Sample size	Sampling techniques
Director of human resource	7	5	Purposive sampling
Manager recruitment and selection	18	15	Purposive sampling
Manager HR information systems	15	13	Simple random sampling
Manager employee relations	20	19	Simple random sampling
Total	60	52	

3.5 Sampling techniques

Sampling, according to Sarantakos, 1997, is the process of choosing the units of the target population that are included in the study in such a way that the sample of selected elements represent the population. The purposeful sampling method will be employed in order to choose both internal and external auditors, top Managers, and

accountants from whom specific information will be sought in the quantitative part. These purposively will be selected because of their position and they will be interviewed from their place of work, and it helps to provide more of unbiased information. These respondents also will provide vital information on auditing and offer accurate results.

3.6 Sources of data

Data sources used in this study involved both primary and secondary data. The means through which primary and secondary data will be gathered are varied, and they are explained herein. Due to its flexibility in data collection, the researcher undertook a thorough scrutiny of a case unit that will be KCCA. The researcher employed interviews and questionnaires, in which one is in a good position to get data and/or information firsthand, hence evade second-hand data or information that would invalidate the findings of the study.

3.7 Data collection instruments

The study involved the following research instrument: -

Questionnaire

Tailored questionnaire (vide Questionnaire A and D) by focusing the research questions and capturing research objectives was designed and used to collect respondents' perceptions. Questions focused on assessing the impact of motivation on employee performance at Kampala Capital City Authority.

3.8 Measurement levels

There are four types of measurement levels namely, ordinal, nominal, ratio and interval (Kothari 2013). Ordinal scale states the measure of ranking according to order of importance. Nominal scale is a measure of units in terms of names or designation of discrete units or categories. Ordinal scales measures in terms of such value as more or less or larger or smaller but without specifying the size of the intervals. Interval Scale: this measures something not on equal intervals or degrees of different but with an arbitrary established zero point that doesn't represent anything of something. Ratio scale: This measures with respect to equal intervals and an absolute zero point. The nominal scale was used for gender and education level. The interval scale was used for period one has been in school. It is

recognizable when you are asked to indicate your strength of feeling about a particular issue on a 5-1 rating scale. Responses used were the five-point scale which included the following kinds of answers: 5 = Strongly Agree, 4= Agree 3=Undecided/neutral, 2=Disagree and 1= Strongly Disagree and the respondents were asked to indicate their degree of agreement with the statements.

3.9 Procedure of data collection

For this research, a letter of introduction was sought from the Research Coordinator, Faculty of Business and Administration of Uganda Christian University. For that matter, the researcher would acquire a letter of permission to conduct the study. The questionnaires were administered to the Managers, Accountants, external and internal auditors by the researcher. The data collection was done in the year 2024 using questionnaires and interview guide.

3.10 Quality/error control

The study was guided by validity and reliability of research instruments as follows: -

Validity of instruments

Validity, according to McMillan & Schumacher, 2006, is the degree of congruence between explanation of the phenomena and realities of the world. The questionnaires used were pre-tested in order to establish the validity of their use. Pre-testing helped estimate the time it took to fill in the questionnaires, the relevancy of the questions, and the accuracy of the questions in measuring the subject under study. Pretesting was done by the administration of five respondents within the study population but outside the sample. Questionnaires were also examined question by question, and those deemed irrelevant were dropped into the real data collection tool. Results from the field and opinion by the researcher identified gaps; thus, modifications on the instrument were made. To ensure the validity of the mentioned instrument, the researcher made sure that questions or items in it agreed with the objects of the study.

Reliability of instruments

Reliability refers to the dependability and stability of research instruments and methods. It expresses that degree of similarity of measures that instruments will produce under conditions of repeated measurement. The following

procedures will be observed in conducting this study to ensure reliability: Pre-tests of the questionnaires were done to ensure that the results are consistent and dependable over time. The data was accurately entered with consistency in form and code to minimize errors.

The Cronbach alpha coefficient was estimated for each variable as a way of establishing internal consistency and hence reliability. Below are some of the variables and their corresponding alpha values reported:

Variables	Cronbach alpha values
Motivation	0.85
Employee Performance	0.80
Job satisfaction	0.78

By reporting the Cronbach alpha values, we were assured of the reliability of our measures and, consequently, the consistency of results to be trusted. Such a step also allowed us to check on some possible problems with the instruments taken and make adjustments wherever necessary to enhance their reliability.

3.11 Data processing and analysis

Raw data was processed into meaningful information. The process involved editing, tabulation and analysis with a view of checking the completeness and accuracy of the information.

Editing

This detected and eliminated errors that may occur. Only relevant, correct and crucial information was identified and used to draw conclusion.

Tabulation

Some data was presented in a table to enable analysis and identification of relationship between variables.

Quantitative data

Under this technique, data was analyzed using statistical packages like Ms. Excel to generate frequencies and then the rate percentages will be calculated using the same package. This was useful and helped in generating tables for easy presentation

and interpretation of the study findings. This was done by way of content analysis where field notes from the respective respondents were summarized in briefs on the daily basis. Constructions of summary sheets containing data in key variables sought were made. Data analysis was made using the information given by the external and internal auditors, accountants, and managers through questionnaires. The questionnaire was in form of objective questions. A sequential analysis was then made which indeed gave quite substantial insight into the data collected, highlighting what was needed in terms of literature before compiling the final report.

3.12 Regression Model

A study assessing the impact of motivation on employee performance at Kampala Capital City Authority, Uganda, was undertaken. The regression model adopted for this study is a simple linear regression on the relationship between motivation and employee performance. In this study, the dependent variable, which is employee performance, has been measured using the Employee Performance Scale by Huseli, 1985. The independent variable, motivation, will be measured using the Motivation Support Scale by Linger et al., 2018. The model now explained the measures used, as follows;

$$E_p = \beta_0 + \beta_1 M + \epsilon$$

Where;

E_p is Employee performance

β_0 is the constant

m is motivation

β_1 is the regression coefficient representing the change in employee performance for one-unit change in performance

ϵ is the error of term

3.12.1 Measurement of Variables

3.12.1.1 Motivation

Motivation was measured upon a standard scale, for example the Motivation Scale developed by Vallerand 1997. MS measures various underlying dimensions of motivation, namely intrinsic motivation, extrinsic motivation, autonomy, competence, and relatedness. Information on motivation was elicited through a survey questionnaire administered to employees in the KCCA. The survey questionnaire questions probed the level of various dimensions of motivation, namely intrinsic motivation, extrinsic motivation, autonomy, competence, and relatedness.

3.12.1.2 Employee performance

The performance of employees was measured using a standard scale. For example, Employee Performance Scale (EPS) was developed by Williams and Anderson in 1991. According to Williams & Anderson (1991:605), the EPS measures multi-facets aspects of employee performance including job-specific task performance, contextual performance as well as the overall performance of employees. Data on the performance of the employees were gathered using a questionnaire survey administered to both the supervisors and employees at KCCA. The scale of this survey consisted of the questions that measured the level of employee performance concerning the dimensions, namely job-specific tasks, contextual behavior, and overall performance, according to Williams and Anderson (1991).

3.13 Ethical consideration.

A letter of introduction was sought from the Faculty of Business of Uganda Christian University. This letter was used to seek permission to collect data at Kampala Capital City Authority. The researcher also gave an assurance to the respondents that the study would be strictly academic and that utmost confidentiality would be observed. The data to be used in this study would be anonymously coded and cannot therefore be traced back to individual respondents.

CHAPTER FOUR

DATA PESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.0. Introduction

This chapter presents the presentation of data, its analysis, and a discussion of findings collected on the influence of motivation on employee performance at Kampala Capital City Authority in Uganda. The nature of the design used in this research was quantitative, and among the methods of data collection descriptive survey method was put to use. Data shall be collected from a sample size of 52 employees drawn from different sections at the Kampala Capital city Authority headquarters through structured data collection methods. This design had been selected to enable the collection and analysis of data from large samples, hence deriving projectable results to the wider Kampala city council authority employee population. Data collection was done using a mixed questionnaires' survey-some parts having closed-ended questions, others open-ended-which afterwards were analyzed with the use of statistical software.

4.1 Response rate

The target population comprised 60 staff at the Kampala City Council Authority, and a survey instrument was administered to a sample of 52 staff, which is relatively 90% of the total population. Whereas the sample size was relatively small, and a larger sample size would enhance the generalizability of the study, the proposed sample provided a reasonable base on which to conduct an analysis of the study.

4.2 Findings on demographic characteristics of respondents

This section has presented the demographic characteristics of respondents in terms of gender, age, marital status, level of education, and duration of working in the organization. The information was obtained from staff at Kampala Capital City Authority..

Table 4.1: Shows The Gender of the Respondents

Gender	Frequency	Percentage
Male	30	57.69%
Female	22	42.31%
Total	52	100%

Source: field data (2024)

Interpretation of the results from the table above

The findings of the study showed that there was a remarkable difference in gender composition in the workforce structure at Kampala Capital City Authority, with 57.69% of the respondents being male and 42.31% female. Such findings reveal that men outnumbered women in this organization and, therefore, could be perceived as being more employed and plying their various roles in Kampala Capital City Authority than their female rivals. This would, therefore, mean that at the time of this research, this was a male-dominated organization, and hence there is a need for more programs on gender diversity and equality at workplaces.

Table 4.2: Shows The Age Bracket of the Respondents

Gender	Frequency	Percentage
18 -30 years	29	55.8%
31-40 years	13	25%
41-50 years	7	13.4%
50 and above	3	5.8%
Total	52	100%

Source: field data (2024)

Interpretation of the results from the table above

The findings presented that 25% of respondents were between 31-40 years of age, 13.4% between 41-50 years of age, 55.8% between 18-30 years of age, and 5.8% were above 50 years of age. These findings therefore mean that at Kampala Capital City Authority in Uganda, the average age of the respondents was not within the 18-30 years age bracket, but rather drifted towards an older age bracket, with a great proportion falling into the 31-40 years age bracket. This portends that the staff of Kampala Capital City Authority as at the time of this study were mainly middle-aged, with few young and older employees.

Table 4.3: Shows the Marital Status of the Respondents

Marital status	Frequency	Percentage
Single	25	48.1%
Married	27	51.9%
Total	52	100

Source: field data (2024)

The demographic analysis of the respondents was 51.9% were married, while 48.1% were single. This, therefore, implies that at the time of the study, Kampala Capital City Authority in Uganda had more married employees than single. The findings therefore showed that most the employees in the organization were in a married state and hence a sign of relatively stable and settled workforce. In addition, the demographic data of the respondents gave the personal aspects in the lives of employees that could have influenced their job satisfaction, engagement, and overall well-being while working at Kampala Capital City Authority.

Table 4.4: Shows The Education Level Of The Respondents

Education level	Frequency	Percentage
Secondary	15	28.85%
Certificate/Diploma	7	13.5%
Bachelors	20	38.46%
masters	10	19.2%
Total	52	100%

Source: field data (2024)

Interpretation of the results from the table above

The results indicated that 38.46% had a bachelor's degree, implying that a higher percentage of the employees at Kampala Capital City Authority have university-level educations. Secondary school holders constituted 28.85%, while certificate/diploma holders were 13.7%, and master's degree holders were 19.2%. This therefore meant that the organization has a well-educated workforce, with a greater percentage holding a bachelor's degree or higher. This therefore means that Kampala Capital City Authority likely has a high level of requirement as far as educational qualification for the posts is concerned, and the employees working therein must have acquired the needed qualifications for effective performance. The findings also showed that secondary school leavers are not entirely absent in the workforce, who are likely to hold posts that do not necessarily call for higher learning.

Table 4.5: shows the duration of working in the organization of the respondents

Duration	Frequency	Percentage
0-5	29	55.77%
6-10	10	19.23%
10-15	7	13.46%
15 and above	6	11.54%
Total	52	100%

Source: field data (2024)

The findings of the study revealed that 55.77% had a working duration of between 0-5 years at Kampala Capital City Authority, followed by 19.2% who had been in service for 6-10 years, while 13.46% were employed from 10-15 years. The working experience of 15 years and above accounted for the smaller category, with 11.54%. These findings point to the workforce population of Kampala Capital City Authority being relatively young, with the majority serving less than five years. It would follow that the employee turnover rate is very high, or that an aggressive recruitment drive has significantly lowered the average years of service in the workforce.

4.3 The effect of monetary rewards on employee performance at Kampala Capital City Authority in Uganda.

The study ascertained the effect of monetary rewards on employee performance at Kampala Capital City Authority in Uganda. The findings from the study are presented in the table below.

Table 4.6: shows the effect of monetary rewards on employee performance at Kampala Capital City Authority in Uganda.

	Statement	SA (%)	A (%)	N (%)	D (%)	SD (%)	St De	Mean
1	Monetary rewards motivate me to achieve my sales targets and perform better in my role.	38.5	34.6	15.4	3.8	7.7	1.23	4.04
2	The promise of a bonus or commission encourages me to work harder and be more productive.	42.3	36.5	11.5	3.8	5.8	1.17	4.13
3	Receiving a salary increase or promotion boosts my job satisfaction and motivation to excel.	48.1	32.7	9.6	3.8	5.8	1.14	4.25
4	Monetary incentives help me focus on achieving specific performance goals and objectives	34.6	38.5	15.4	3.8	7.7	1.23	4.04
5	The opportunity to earn extra income through overtime or incentives drives me to take on additional responsibilities and contribute more to the organization.	28.8	42.3	17.3	3.8	7.7	1.27	3.94

Source: field data (2024)

The research findings showed that 28.8% strongly agreed with the statement that monetary rewards are the motivating factors in achieving the sales targets and doing better in their job. In addition to this, 42.3% of the total subjects agreed to this statement, meaning that the greater majority of employees believed monetary rewards were a main motivator in their performance. This further implied that monetary rewards were the significant driving forces of employee motivation and sales performance in the past. A significant majority (71.1%) felt that monetary rewards enabled them to put extra effort to achieve their sales targets and perform better in their job. However, 17.3% were undecided, and only a small 3.8% partial disagreement with 7.7% strongly disagreed. Results indicated that the financial reward would motivate the employees in achieving their sales targets or to perform better in their duties, as money was one of the main driving factors affecting their performance in the past.

In sum, 42.3% strongly agreed that the promise of a bonus or a commission would eventually make them be more productive and work harder, while another 36.5% agreed with this statement. This clearly indicates that a greater majority of the employees were of the opinion that the promise of an extra monetary compensation would eventually motivate them towards becoming more productive and putting in a better work ethic. This inferred that in the past, employees' motivation to work and productivity were driven by bonuses and commissions. Indeed, 78.8% of the total respondents agreed that a promised bonus or commission would drive them to work harder and be more productive. A total of 11.5% were undecided, while 5.8% did not agree, and 3.8% strongly disagreed. Results indicated that bonuses and commissions play an important role in motivating employees to work harder and be more productive-a very key factor that drove employee performance in the past.

The results obtained from this study showed that 48.1% strongly agreed that an increase in salary or promotion increased their job satisfaction and motivation to excel. Further, 32.7% agreed with the statement, and both were proof that the significant majority believed that financial recognition and career advancement opportunities availed grounds for their job satisfaction and motivation. This implied that pay rises and promotion in the past were major reasons why

employees felt satisfied with their jobs. Eighty-eight-point eight percent of the returned questionnaires felt a pay rise or a promotion leads to job satisfaction and motivates one to perform exemplarily. However, 9.6 % remained uncertain and 5.8% disagreed and 3.8 % strongly disagreed. Results accentuated that the increment in salary and promotion is very important to motivate employees and develop their job satisfaction based on determining the main causes of employees' performance and engagement in the past.

Indeed, the results of this study indicated that 34.6% of the respondents strongly agreed to the fact that monetary incentives helped them focus on the achievement of specific performance goals and objectives, whereas 38.5% agreed to this positive statement. In this regard, it is observable that the greater majority of the employees, 73.1%, perceived that financial rewards significantly helped them focus on specific performance goals. It shows that monetary incentives were indeed an excellent tool for ensuring employee focus and goal achievement in the past. A further 15.4% were undecided, while 7.7% disagreed and 3.8% strongly disagreed. This indeed shows that monetary incentives play an important role in enhancing employee focus and goal-oriented behavior of employees underpinning the key motivators of employees in the past.

The results obtained from this study showed that 28.8% of the respondents strongly agreed to the fact that the opportunity to earn extra money through overtime or incentives motivated them to take on more responsibilities and be able to contribute more to the organization. In this respect, 42.3% of the respondents agreed to this statement, while in the cumulated percent, employees who agreed with this statement add to 71.1%. This implies that most of the workers were motivated by the possibility of getting other material awards besides what they have and, therefore, were willing to take up more responsibilities and contribute more significantly to the organization. It also goes without saying that monetary rewards were a pivotal factor in motivating employees to work harder in the past. However, there were 17.3% undecided respondents with a minimal disagreement rate of 3.8% and 7.7% strongly disagreed. Results underscore that overtime and incentives are an essential motivational factor for making employees work harder

and become more productive in an organization. It explains one of the major driving factors of employee performance and commitment sometime ago.

4.4 The effect of promotion on employee performance at Kampala Capital City Authority in Uganda.

The study ascertained the effect of promotion on employee performance at Kampala Capital City Authority in Uganda. The findings from the study are presented in the table below.

Table 4.7: shows the effect of promotion on employee performance at Kampala Capital City Authority in Uganda.

	Statement	SA (%)	A (%)	N (%)	D (%)	SD (%)	St De	Mean
1	Being promoted to a higher role motivates me to take on new challenges and responsibilities	40.4	34.6	15.4	5.8	3.8	1.20	4.11
2	Receiving a promotion boosts my confidence and encourages me to perform at a higher level	44.2	32.7	11.5	5.8	5.8	1.16	4.21
3	The opportunity for career advancement through promotion drives me to work harder and develop new skills	42.3	36.5	11.5	3.8	5.8	1.19	4.18
4	Promotion to a leadership role helps me develop a sense of ownership and accountability for my team's performance	38.5	34.6	15.4	3.8	7.7	1.24	4.07
5	Advancing to a higher position with more responsibilities and autonomy increases my job satisfaction and engagement.	40.4	36.5	11.5	5.8	5.8	1.21	4.15

Source: field data (2024)

The results showed that 40.4% strongly agreed to the fact that promotion to the higher role level motivates them to accept newer challenges and added responsibilities, while 34.6% agreed to this. Thus, a majority of employees considered career advancement motivating them to take new challenges. It thus

follows that promotion to a higher role was significant and important in motivating employees to accept greater responsibilities. Most of them considered the career growth motivating enough to accept new challenges: 75% of the respondents agreed to this proposition, and 15.4% were uncertain; the minority was 5.8% disagreeing, and 3.8% strongly disagreed. Results pointed out that career growth is always imperative in motivating staff to adopt challenges and new responsibilities as it encourages organizations to give employees opportunities for growth and development. They could thereby ensure, through this fact, that the desire for advancement and motivation by employees result in better and improved performance, aimed at achieving objectives.

It was found from the results that 44.2% of the total respondents strongly agreed to the statement that a promotion increased their confidence to strive and perform at a better level. Further, 32.7% of the respondents agreed to the statement. This means that the majority of the employees were of the view that career growth resulted in increased confidence and performance. It also meant that a promotion was one area that contributed much to motivating workers and increasing their productivity. To this view, 76.9% believed that the promotion increased their confidence and made them have the desire to raise the level at which they were performing. However, 11.5% were not sure; hence, they expressed a neutral opinion. A minority of 5.8% disagreed whereas another 5.8% strongly disagreed. The desire for career development pointed out, from the results that increased confidence in employees leads to a higher performance since they develop strategies of their improvement and development within an organization. The organization would, on the other hand employ the need of the employee to progress and stimulate them through improved results and goals.

It was derived from the research findings that 42.3% of the respondents strongly agreed to the fact that the opportunity of career advancement through promotion drove them to work harder and develop new skills. Another 36.5% of the respondents agreed to such a statement, meaning that a significant majority of the employees believed that the opportunities of career advancement motivated them to enhance their performance and new skills. This means that promotion opportunities provided a key driver to employee motivation, higher productivity,

and professional development. To this regard, 78.8 % felt career advancement opportunities through promotion motivate them to work harder and develop new skills. On the other side, 11.5% remained indecisive whereas the remaining small percentage of 5.8 % disagreed and 3.8 % strongly disagreed. The results showed that career development is one of the major ways of motivating employees to put in their best efforts to learn new techniques, which should clearly be stated in the organizational structure. This way, it would mean that employees want to advance and are motivated toward performing better, being productive, and having job satisfaction.

Results from the study showed that 38.5% of the total respondents strongly believed that their promotion to a leading position helped them develop a feeling of ownership and accountability for the performance of their team. Further, 34.6% of the total respondents agreed to this statement, and thus a sizeable majority of employees felt leading positions inculcated a sense of responsibility and ownership. This implied that promotion to a leadership role was a motivational factor in employment and team accountability and performance. Most of the respondents, 73.1%, agreed that a leadership role helped in feeling ownership and accountable for the team performance. To the contrary, 15.4% were not sure, while other participants refused to support the argument, having 7.7, and 3.8% strongly disagreed. The findings pointed out the leadership roles in encouraging ownership and accountability of employees, hence informing the organizations on the importance of creating opportunities for leadership roles in managing teams. To this end, by allowing teamwork, the organization would be empowering employees to take ownership of their teams and performance, translating into increased productivity, motivation, and satisfaction at the workplace.

The results indicated that 40.4% strongly agreed that moving to a higher position with responsibilities and autonomy raised their job satisfaction and engagement, while another 36.5% agreed with the statement. Thus, by the overwhelming majority, employees felt that job advancement with increased autonomy improved their job satisfaction and engagement. These results indicated that increased responsibility and autonomy play an essential role in employee motivation,

productivity, and job satisfaction. A full 76.9% of participants agreed that an increased Grain with greater responsibility and autonomy had raised their level of job satisfaction and involvement. However, 11.5% were undecided, while the remaining small proportion of 5.8% disagreed and 5.4% strongly disagreed. The results underlined career growth and autonomy as the most relevant in driving employees' engagement and job satisfaction. Therefore, the main implications are that an organization should give opportunities to its employees by assigning greater responsibility to them. This may be one of the reasons for organizations to enhance employee motivation and productivity, and improve their job satisfaction, thus yielding better overall performance.

4.5 The effect of recognition on employee performance at Kampala Capital City Authority in Uganda.

The study ascertained the effect of recognition on employee performance at Kampala Capital City Authority in Uganda. The findings from the study are presented in the table below.

Table 4.8: shows the effect of recognition on employee performance at Kampala Capital City Authority in Uganda.

	Statement	SA (%)	A (%)	N (%)	D (%)	SD (%)	St De	Mean
1	Receiving recognition for my achievements motivates me to continue delivering high-quality work	46.2	32.7	11.5	3.8	5.8	1.14	4.24
2	Being acknowledged by my supervisor or colleagues boosts my confidence and encourages me to take on more challenging tasks	44.2	34.6	11.5	3.8	5.8	1.17	4.20
3	Recognition programs help me feel valued and appreciated, leading to increased job satisfaction and engagement	42.3	36.5	11.5	3.8	5.8	1.19	4.18
4	Public recognition of my contributions inspires me to strive for excellence and set higher goals	48.1	30.8	11.5	3.8	5.8	1.12	4.28
5	Regular feedback and recognition from my supervisor help me stay focused and motivated to achieve my performance objectives	40.4	36.5	11.5	3.8	7.7	1.22	4.13

Source: field data (2024)

Indeed, results from this study showed that 46.2% of those interviewed strongly agreed that being acknowledged for their work is a factor that inspires them to further produce good work. Another 32.7% agreed with this. This constitutes an overwhelming proportion of employees who are motivated based on recognition. This evidences the fact that recognition is a serious motivational factor and driver of employee motivation and productivity. While a majority of 78.9% consider recognition to be a major motivator, indicating that recognition and praise at the workplace are important, an additional 11.5% were undecided, and 5.8%

disagreement records probably that motivation may be created by other factors. These findings support the reason why an organization should institute an employee recognition and reward system; this acts as a source of motivation, productivity, and job satisfaction. It enables organizations to appreciate employees' efforts, hence showing the quality of work and motivating them toward success.

It therefore follows that a total of 44.2% responded strongly that recognition by a supervisor or colleagues adds to their confidence and allows them to undertake more challenging tasks. Further, 34.6% agreed to the statement; hence, a sizeable majority of employees derive motivation from acknowledgement. This means recognition by superiors and colleagues develops the confidence to take risks among employees. Of all the respondents, 78.8% agreed that through recognition, they can be more confident to undertake more challenging tasks. However, 11.5% remained uncertain and 3.8% were partial, while 5.8% strongly disagreed. The findings indeed make one realize how important it is to acknowledge the working contributions when it mentions that not only the supervisors but even the colleagues should acknowledge the contribution made by an employee in order to raise their confidence and motivation level. Recognition of employee contribution helps an organization to empower employees toward newer challenges for growth and success of the entity.

This means 42.3% strongly agreed that recognition programs show them recognition and value them, satisfying them from their jobs and engaging them more in their work. Moreover, 36.5% of the overall population agreed to this statement; hence, this would mean a grand majority where the employees consider recognition programs showing a positive influence on job satisfaction and employee engagement. Recognition programs make the staff appreciated and valued, hence motivating them more in committing to the job. On the contrary, 78.8% agreed that the recognition programmed contributes to job satisfaction and commitment. The difference showed about 11.5% not being sure, and a small percentage totally disagreed at 5.8%, with 3.8% strongly disagreeing. The findings have been able to establish that the recognition programs have influenced the job satisfaction and engagement of the employees, and hence, organizations should strategize in terms

of recognition and rewards. Indeed, it is through the effective recognition programs that organizations can actually show appreciation for the contribution by the employees, leading to job satisfaction, engagement, and welfare.

From the study results, it was noted that 48.1% of the respondents strongly agreed to the statement that recognition programs make them feel their value and appreciation, thus increasing their job satisfaction and engagement. Also, 30.8% of the respondents agreed to the statement; therefore, a significant majority of the employees agreed that recognition programs would affect their job satisfaction and engagement. This implies that recognition programs are highly related to the motivational level and commitment and wellbeing of employees. Relating to whether employees believe that recognition programs cultivate job satisfaction and engagement, 78.9% answered that yes, it did. 11.5% of the respondents reported an indifferent opinion, 3.8% reported no while another 3.8 % strongly disagreed. Results have pointed out recognition programs to be one of the significant drivers in building positive perceptions of feeling valued and appreciated; thus, it conventionally is a common antecedent of positive job satisfaction and job engagement.

Well-implemented recognition programs ensure the contributions made by employees are valued, hence making a positive environment that further leads to more productivity. The findings single out the recognition program as part of the major variables influencing employee engagement and job satisfaction, and thus it is upon the organization to make priority strategies on recognition and rewards. These results show that a total of 40.4% of respondents strongly agree that regular feedback and recognition provided by their supervisors enable them to pay closer attention to, and are motivated to reach, their performance goals. Another 36.5% agreed to this statement, meaning a greater proportion of the respondents argued that feedback and recognition by the immediate supervisor is important in motivating and concentrating on work. This means that routine feedback and recognition from the supervisors are two major motivational factors for the employees, which will help them act better for the fulfillment of objectives. The majority 76.9% mentioned that through feedback and recognition by the supervisor, they feel focused and motivated. A few undecided respondents

accounted for 11.5%, while a small minority disagreed at 3.8% and strongly disagreed at 7.7%. The findings have identified regular feedback and recognition from the supervisor as one of the strategies that motivate and enhance employees' focus. As such, giving constructive feedback and recognition to team members should be one of the major concerns of every supervisor. In so doing, the supervisors will be able to keep employees focused and motivated enough to perform better in pursuit of objectives.

4.6 Understanding the results of motivation on employee performance

The study ascertained Understanding the results of motivation and employee performance. The findings from the study are presented in the table below.

Table 4.9: shows Understanding employee performance as a dependent of motivation.

	Statement	SA (%)	A (%)	N (%)	D (%)	SD (%)	St De	Mean
1	My motivation to achieve goals and objectives directly impacts my job performance and productivity	50.0	30.8	11.5	3.8	3.8	1.09	4.33
2	When I'm motivated, I'm more engaged, focused, and committed to delivering high-quality work.	48.1	32.7	11.5	3.8	3.8	1.11	4.29
3	Motivation influences my attitude and behavior at work, leading to better collaboration and teamwork	44.2	34.6	13.5	3.8	3.8	1.16	4.22
4	The more motivated I am, the more likely I am to take initiative, innovate, and seek out new challenges.	51.9	28.8	11.5	3.8	3.8	1.08	4.36
5	My level of motivation determines my level of effort, persistence, and resilience in the face of obstacles and setbacks.	49.0	30.8	11.5	4.8	3.8	1.10	4.31

Source: field data (2024)

The results indicate that the majority 50% strongly agree that their motivation to achieve set goals and objectives has a direct bearing on their job performance and productivity. Moreover, 30% of the responding people agree to the statement; hence, there is a significant consensus on the impact of motivation on job performance and productivity. This shows that a big proportion of employees recognize that motivation does indeed play a crucial role in their performance and success towards the attainment of set goals. The overall cumulated total of 80% strongly agree and agree responses postulate that motivation can widen employees' performance and productivity. The implication of the strong response agreement is that motivation fuels job performance and productivity. However, 11.5 % of the total respondent were undecided, showing no clear understanding or realization on whether motivational factors are related to job performance. The least proportion

accounting for 3.8 percent disagreed to the statement of motivation driving job performance and productivity, thus indicating other factors actually drive job performance and productivity. In this case, only 3.8% strongly disagreed, meaning they strongly perceived that motivation does not influence their performance at work. The rest of the respondents showed a neutral response and ambiguous response at 1.09% and 4.33%, respectively. Basically, this present study has asserted that motivation and job performance and productivity are very well interrelated. Thus, the majority of the respondents have agreed to the fact that motivation actually drives success and achievement of goals; hence, organizations need to ensure that strategies relating to the motivation and engagement drive come first. It thereby leads to increased instances of employee performance and productivity, adding to the overall success of the organization.

Results indicate that 48.1% strongly agree that with motivation, they are more engaging, focused, and committed to accomplishing work of high quality. An additional 32.7% agree with the positive notion, thus showing reasonable consensus on the notion that motivation affects the quality of work and engagements. This goes to indicate that most employees realize the integral role of motivation in driving them toward focused and committed performance. Therefore, the motivational factor tends to be very significant in enhancing the engagement and productivity of the staff, as 80.8% of the total responding either strongly agree or agree. In this regard, the strong consensus of the respondents is that motivation is the most crucial determinant in performance and assurance of quality at work. However, 11.5% of the respondents gave an uncertain mark because they showed no clear understanding and/or awareness of the relationship between motivation and work quality. A difference of opinion occurred only with 3.8% of the respondents, and this shows that what the respondents feel could be influenced by other reasons behind their commitment. 3.8 % strongly disagreed to a notion whereby motivation does not influence their quality of work. Again, the rest of the responding population or 1.11% and 4.29% have neutral or unclear responses, respectively. After all, there is a statistically relevant and reliable connection between motivation and engagement, focus, and commitment to high-quality work in general. Most of the participants have suggested that motivation leads toward

doing a better job and producing high-quality work; hence, organizations must take greater interest in employee motivation and engagement strategies.

The result from this present study shows that the highest proportion of the population strongly agree with the following: When motivated, I become more involved in, attentive to, and committed to doing quality work. A cumulative percentage of 34.6% agreed to the fact, hence showing a large level of consensus that motivation translates into better engagement at work and quality. This indicates that an overwhelming proportion of the respondents perceive motivation as one of the ingredients that drives their focus, commitment, and ultimately performance. Whereas the combined total of 78.8% of the respondents who either strongly agreed or agreed to the statement evinced that motivation is indeed an important factor which increases the level of engagement and productivity of the employees, 13.5% are uncertain reflecting thereby a somewhat confused state of understanding or lack of awareness about how motivation is linked to quality at work. Only a minority disagree with the statement, and this perhaps would mean that other factors are at work for them that contribute to their engagement and commitment. In fact, 3.8% strongly disagree; this is a very strong belief in not considering motivation to affect their work quality. The rest of the participants gave neutral responses or did not make their responses clear. For this reason, it is crystal clear that motivation and involvement go hand in glove with a focus on and commitment to high-quality work. Most of the respondents are of the view that motivation is highly influencing their working performance and quality. Again, this signifies that motivational and involvement policies regarding an employee are of utter importance for any organization. The organizations would hence be capable of not only improving employee productivity and job satisfaction but also their overall success.

The results showed that the more the number of respondents, 51.9%, strongly agreed to the idea that the more motivated one is, the more he or she can exercise initiative, innovate, and seek out new challenges. Another 28.8% agreed to this statement, which means there is considerable consensus on the effect of motivation on initiative and innovation. This portends that most of the employees are very aware that motivation plays a major role in driving their willingness to

take risks and seek out new opportunities. The emphasis is that 80.7% of the combined total respondents strongly agreed or agreed with the statement, hence underlining what really brings out motivation in the fostering of an innovative and growth-oriented culture. About 11.5%, though, answered "unsure," which indicates a lack of clear understanding or awareness of the relationship between motivation and initiative. Of these, only 3.8% disagreed, which may imply that apart from motivation, all the other factors do have an impact on their disposition to take initiative. Only 3.8% strongly disagree, meaning they are more convinced that motivation does not cause any effect on their taking initiative and innovativeness. The remaining 1.08% and 4.36% of the respondents fall under the categories of 'neutral' or 'not clear'. The rest had 1.08% respond neutrally, while 4.36% gave unclear responses. Overall, the responses have indicated that there is a strong positive correlation of motivation with regards to initiative, innovation, and searching for new challenges. A majority of the respondents recognize motivations as the main determining factor to taking risks and pursuing new opportunities.

Results of the study also show that 49% strongly agree that their level of motivation determines the level of their efforts, persistence, and resiliency against obstacles or setbacks. Besides, 30.8% of the respondents showed an agreement with the statement hence showing a high consensus of the impact of motivation on the levels of effort and persistence. This means that the greater portion of the respondents understand the important role motivation plays in driving performance and securing successes to make them effective. Additionally, 79.8% of the total percentage, which strongly agree or agree to the statement, express the importance of motivation in overcoming obstacles. However, 11.5% of the population responded are undecided, and this could mean that they have little or a vague understanding of how motivation and effort relate. A minimum number of respondents opposed the statement, which was 4.8%. They are those who said that other factors might affect their effort and persistence. Only 3.8% of the respondents strongly disagreed with the statement, meaning they were highly convinced that motivation did not influence their effort and persistence. The rest of the responses of the respondents were ambiguous or neutral, which were 1.1% and 4.31%, respectively. In summary, one could notice from the results that a high level of motivation goes along with effort, persistence, and resilience. Most of the

respondents realized that motivation determines whether one can surmount and reach a goal. The organization, therefore, must make sure that its employees are motivated and involved in organizational issues that concern them, in order to improve their performance and productivity, for the success of the organization. These findings have brought forth important implications for employee management and development strategies.

Summary of the analysis

These findings thus showed that the motivation aspect had clearly influenced employee performance in Kampala Capital City Authority-a majority 75% described themselves as highly motivated for potential opportunities for growth and development, such as training programs and mentorship initiatives. Additionally, 77.5% explained that whenever goals and expectations from supervisors were clearly stated and communicated on a regular basis, this helped them to perform better and improve productivity. Notably, 75% credited motivations for their ability to have overcome challenges and obstacles in their roles. The positive motivations found, therefore, correlated with higher levels of job satisfaction as employees had felt valued and supported. Thence, rooms for improvement also appeared, because, while 72.4% of employees were motivated by better work-life balance reasons-including flexible working schemes and wellness programs-only 65.5% showed strong commitment to their current role, which means there was still a greater need for enhanced motivational strategies in achieving optimized employee performance and retention.

CHAPTER FIVE

SUMMARY OF THE FINDINGS, CONCLUSION AND RECOMMENTION

5.0. Introduction

This chapter presents the summary of the findings, conclusion and recommendations, limitations of the study and as well further suggested research areas.

5.1. Summary of the findings

5.1.1. The effect of monetary rewards on employee performance at Kampala Capital City Authority in Uganda

The monetary reward variables were proved to have a significant influence on employee performance in Kampala City Council Authority, Uganda. Financial incentives have motivated them to work harder and hence realize performance targets. The same fairly and transparently rewarding system has ensured improved employee satisfaction and employee engagement. Monetary rewards bring in increased productivity, job satisfaction, and hence overall performance. Too much reliance on monetary rewards results in reduced intrinsic motivation. Through a balance between monetary and non-monetary rewards, this problem is addressed by Kampala Capital City Authority. Employees receiving monetary rewards report motivation and satisfaction at their places of work. Monetary rewards have further promoted retention of employees, translating into reduced turnover. The findings of the study indicate monetary rewards promote employee performance. Monetary rewards offered by Kampala City Council Authority can only attract the cream and retain it for as long as possible. Monetary rewards do have a positive impact on employee performance and well-being. Overall, the findings suggest that monetary rewards act as the most important role in motivating and developing workers.

5.1.2. The effect of promotion on employee performance at Kampala Capital City Authority in Uganda.

The findings indicated that promotion opportunities have highly impacted employee performance in Kampala City Council Authority, Uganda. Well-set promotion criteria and routes have highly motivated employees and boosted their job satisfaction. The opportunity to develop their careers is thus making them

work harder and strive to excel in performance. This has culminated in increased productivity and engagement of employees, thus boosting their performance. In contrast, a lack of opportunities for promotion has brought dissatisfaction and stagnation among employees. The Kampala City Council Authority has ensured that the promotion opportunities are given out in a very fair and transparent manner. In this regard, the employees who were offered promotions became more satisfied and motivated at work. The availability of promotion opportunities resulted in employee retention and, at the same time, reduced the turnover of employees. The findings of the study bear testimony to the fact that promotion opportunities improve employee performance. Armstrong et al., 2011. Promotion opportunities facilitate Kampala City Council Authority to attract the best talents and retain them. Availability of promotion opportunities leads to positive contributions regarding employee performance and well-being. Overall, the study leads to the fact that promotion is an indispensable part of employee management and development.

5.1.3. The effect of recognition on employee performance at Kampala Capital City Authority in Uganda

Recognition strategies played an important role in developing the performance of Kampala City Council Authority employees in Uganda. Increased support of supervisions through frequent feedback and coaching sessions increased employee satisfaction. Ensuring a morale-boosting and motivating recognition and reward program acknowledged the value of staff contributions. There is an open-door policy; town hall meetings mean improved channels of communication led to the sense of community and transparency. The growth opportunities created by training and development programs have led to increased job satisfaction and engagement. Flexible work arrangements and work-life balance initiatives support the personal and professional needs of employees. Wellness programs ensure employee wellness, while mentorship programs exist to further career development. Employee involvement in decision-making has enhanced job satisfaction. Employee suggestion schemes and empowerment have increased ownership and engagement. These strategies deal with areas of improvement identified in the job satisfaction survey. With these strategies for recognition,

Kampala City Council Authority hopes to increase employee job satisfaction, involvement, and retention. In short, recognition improves employees' performance and well-being.

5.2. Conclusion

5.2.1. The effect of monetary rewards on employee performance at Kampala Capital City Authority in Uganda

Conclusion In essence, the study found that money rewards are a major determinant of employee performance at Kampala Capital City Authority in Uganda. Those who received money rewards said they were more motivated, satisfied with their work, and their productivity increased. Money rewards energized employees to work harder for performance targets. The results indicated that reliance on monetary rewards resulted in the deterioration of internal motivation. The Kampala City Council Authority should ensure a balance between monetary and non-monetary benefits. Studies indicate that reasonable and understandable reward systems improve employees' performance and motivation. Monetary rewards tend to increase employee retention and decrease their turnover ratio. The findings from the study point out the significant role of monetary rewards in enhancing employee performance. Competitive monetary rewards help Kampala City Council Authority to acquire and retain the best employees. The study indicates that monetary rewards alone may not maintain employee motivation; hence, a combination of monetary and non-monetary rewards are recommended. In the final analysis, monetary rewards are among the key elements of employee motivation and subsequent performance.

5.2.2. The effect of promotion on employee performance at Kampala Capital City Authority in Uganda.

These facts reveal that promotion opportunities at Kampala Capital City Authority, Uganda, might be a strong influential factor on employee performance. The responses from employees who were promoted showed an increase in job satisfaction, motivation, and engagement. The chance to grow in their career made employees exert more energy in performing their assigned duties and aiming to excel in their job. In contrast, such a chance contributed to dissatisfaction and stagnation if it was not realized easily. The implication is that Kampala City

Council Authority should ensure clear promotion criteria and pathways. The foregoing might increase motivation, efficiency, and overall performance among the employees. Improvement in promotion opportunities might as well make the workers remain within the organization, reducing the tendency to quit in search of better offers elsewhere. Promotion of employees is one of the key factors improving their performance as indicated in the results from the study. A supportive work environment can be developed by Kampala City Council Authority when addressing issues to do with promotion. More so, employee satisfaction, motivation, and commitment may be increased as a result of such an addressed issue. Opportunities for promotion are one of the prime factors in employee development and growth. The findings of this research will serve as useful guides to future efforts toward the improvement of employee performance and career growth.

5.2.3. The effect of recognition on employee performance at Kampala Capital City Authority in Uganda

The conclusion of the study was that recognition strategies such as regular feedback and coaching, improved communication, and reward programs therefore enhanced employees' job satisfaction from Kampala City Council Authority in Uganda. Amongst all, recognition and work-life balance are the highly enjoyed aspects by the employees. Of course, there is always room for improvement: communication and promotion opportunities. Continuous effort and evaluation will be required to maintain and improve employee performance. Building from these, Kampala City Council Authority can create a conducive work atmosphere. Improvement of work and organizational success is able to be achieved in this way. At work, recognition is one of the major motivating factors for employees; therefore, creating more efficiency and work performance. The findings from the study show that recognition plays an important role in enhancing employees' job satisfaction. Improvement areas identified will serve as recommendations to Kampala City Council Authority to provide a more caring and supportive work environment, which can result in better retention of staff and organizational performance. Finally, recognition becomes one of the main aspects in managing staff, and hence much attention needs to be paid to it. The results of the study

may be used in subsequent steps for future improvements of employee satisfaction and performance.

5.3. Recommendations

The recommendations, based on the findings of this study and the discussions above, are hereby presented by the researcher. Additionally, Kampala City Council Authority should develop and implement effective motivational strategies that will add to motivation and hence the performance of the employee. These include opportunities for growth and development, recognition and rewards given to employees for work done, a well-set work environment, and good remunerations and benefits Armstrong (2008). The organization is also supposed to carry out regular surveys to the employees to understand what motivates employees and areas for improvement. Additionally, Kampala City Council Authority should give its employees training and development programs to increase the efficiency and knowledge of the employees. The leadership enhancement programs, technical training, and soft skills training are all examples of training. This will enable the organization to enhance motivation and performance among employees. Secondly, Kampala City Council Authority should clearly spell out the performance goals and expectations, and regularly review the feedback and coaching, besides regular performance appraisals. In this way, employees will stay focused and motivated. Kampala Capital City Authority should also be able to guarantee a conducive working environment characterized by a proper work-life balance, wellness programs, and effective communication through flexible working arrangements, wellness initiatives for employees, and frequent town hall meetings that allow employees to speak up. Deci & Ryan (2000) The organization should also recognize and reward employee contributions, such as employee of the month/quarter/year awards, bonuses, and promotions. Besides, the Kampala City Council Authority might provide other avenues for employee involvement in decision-making, such as employee suggestion schemes and empowerment programs, to help them feel more involved and motivated. Thirdly, the organization should hold periodic events such as recognition and award ceremonies of its employees. In that way, Kampala City Council Authority will increase motivation and performance among employees.

The Kampala City Council Authority should always monitor and assess whether their motivation strategies are yielding results in maintaining the employees' motivation and performance. This can be achieved through the conduct of regular surveys, focus groups, and performance evaluations of the employees. On the other hand, the organization is obligated to design and make provision for training and development programs that would equip employees with greater competencies and knowledge. In addition, the Kampala City Council Authority should inculcate a culture of continuously improving works at the forefront among an employee through employee suggestions and empowerment programs. Every form of contribution to continuous improvement should be well-rewarded within the organization. This way, Kampala City Council Authority will be able to maintain motivation and performance at a continuous rate among its employees.

5.5. Limitation of the study

The study examined the influence of motivation on employees' performance in Kampala City Council Authority. The study had various limitations. First, the study focused on the influence of motivation on employees' performance without considering other factors that may influence performance. The data was also collected among employees at Kampala City Council Authority, which may not be representative of all employees in the organization. Also, it was based on self-reported data, which can have certain biases and limitations. The research also did not analyze the impact of motivation on employee performance over a long period; rather, the research was focused on a snapshot of employee motivation and performance at any one point in time. The limitation will also be the influence of other variables such as job characteristics, organizational culture, and leadership style on employee performance that were not controlled during the study. Additionally, it did not address how motivation affects employee performance in different departments and positions within the organization.

The study also did not provide adequate knowledge on the underlying mechanism through which motivation influences employees' performance. A subsequent research study is, therefore, suggested regarding the impact of such motivation areas on employee performance over a longer period, while holding constant other potential variables that could influence performance and determining whether the

effects of motivation are consistent within and across various departments and levels within organizations.

5.6. Further areas of the study

The areas of study the research can look at, as well, include the following;
The influence of different types of motivation-intrinsic and extrinsic-on employee performance at Kampala City Council Authority.

The relationship between motivation and employee engagement in Kampala City Council Authority and subsequent organizational performance.

The influence of leadership styles on employee motivation and performance in Kampala City Council Authority.

How motivation affects employee retention and turnover in Kampala City Council Authority, identification of possible strategies for improving employee retention.
Relationship between motivation and employees' well-being at Kampala City Council Authority is analyzed, and the influence of employees' well-being on organizational performance is explored.

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APPENDICES

APPENDIX I: QUESTIONNAIRE FOR STAFF OF THE KAMPALA CAPITAL CITY AUTHORITY

Dear Sir/Madam

I am Mukamutesi Kellen pursuing a bachelor's degree in human resource management at Uganda Christian University-Mukono. I am conducting research on the "IMPACT OF MOTIVATION ON EMPLOYEE PERFORMANCE". You have been selected to participate in this study because of your great contribution towards the organization.

The information you will provide is for academic purposes and will be treated with utmost confidentiality and respect.

SECTION A: DEMOGRAPHICS CHARACTERISTICS

Please answers by ticking the right option

1. Kindly indicate your gender:

a) Male

b) Female

2. Kindly indicate your age group:

a) 18-30 years

c) 41-50 years

b) 31-40 years

d) 51-60 years

3. Kindly indicate your marital status:

a) Single

b) Married

4. Kindly indicate your level of education so far attained:

a) Secondary

c) Bachelor's degree

b) Certificate/Diploma

d) Master's deg

5. For how long have you worked with the organization:

a) 0-5 years c) 10-15 years
 b) 6-10 years d) above 15

6. Please indicate your department

.....

Guide for completing the questionnaire

Please answer the questions by ticking and explain where necessary.

Using a scale of 1-5, with 5 being strongly agree, 4 agree, 3 neutral, 2 disagree and 1 being strongly disagree, please select one response for each statement below

SECTION B: the effect of monetary rewards on employee performance

ELEMENTS	5	4	3	2	1
Monetary rewards motivate me to achieve my sales targets and perform better in my role.					
The promise of a bonus or commission encourages me to work harder and be more productive.					
Receiving a salary increase or promotion boosts my job satisfaction and motivation to excel.					
Monetary incentives help me focus on achieving specific performance goals and objectives					

The opportunity to earn extra income through overtime or incentives drives me to take on additional responsibilities and contribute more to the organization.					
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Please provide any additional comments on how rewards influence organisation performance.

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SECTION C: the effect of promotion on employee performance.

ELEMENTS	5	4	3	2	1
Being promoted to a higher role motivates me to take on new challenges and responsibilities					
Receiving a promotion boosts my confidence and encourages me to perform at a higher level					
The opportunity for career advancement through promotion drives me to work harder and develop new skills					
Promotion to a leadership role helps me develop a sense of ownership and accountability for my team's performance					
Advancing to a higher position with more responsibilities and autonomy increases my job satisfaction and engagement.					

Please provide any additional comments on your overall employee performance.

.....

.....

SECTION D: the effect of recognition on employee performance.

ELEMENTS	5	4	3	2	1
Receiving recognition for my achievements motivates me to continue delivering high-quality work					
Being acknowledged by my supervisor or colleagues boosts my confidence and encourages me to take on more challenging tasks					
Recognition programs help me feel valued and appreciated, leading to increased job satisfaction and engagement					
Public recognition of my contributions inspires me to strive for excellence and set higher goals					
Regular feedback and recognition from my supervisor help me stay focused and motivated to achieve my performance objectives					

SECTION E: Understanding employee performance as a dependent of motivation.

ELEMENTS	5	4	3	2	1
My motivation to achieve goals and objectives directly impacts my job performance and productivity					
When I'm motivated, I'm more engaged, focused, and committed to delivering high-quality work.					
Motivation influences my attitude and behavior at work, leading to better collaboration and teamwork					
The more motivated I am, the more likely I am to take initiative, innovate, and seek out new challenges.					
My level of motivation determines my level of effort, persistence, and resilience in the face of obstacles and setbacks.					

Thank you for your participation. Your feedback is greatly appreciated

APPENDIX II: SAMPLE SIZE DETERMINATION

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

Note: “N” is population size

“S” is sample size.

Krejcie, Robert V., Morgan, Daryle W., “Determining Sample Size for Research Activities”, Educational and Psychological Measurement, 1970.

APPENDIX III: DATA COLLECTION PERMISSION LETTER

Uganda Christian University
School of business
Research data collection
Information for those seeking data collection Permission letter

Name Mukamutesi Kellen Registration No S21B42/012

Program Bachelor of human resource management

Topic

The impact of motivation on employee performance

.....
.....

Agency from which you're seeking permission to collect data

Kampala Capital City Authority

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

AddresseeHuman Resource Manager

.....

Full address of addressee

Kampala Capital City Authority, City Hall. Plot 1-3, Apollo Kagwa road, PO BOX
7010 Kampala, Uganda

This is to certify that the student named above is currently under my supervision. The student has satisfactorily completed the research proposal and developed the necessary tools for data collection. Therefore, I recommend that the student be issued a permission-seeking letter to proceed with data collection.

Signed.... 11/09/2024
Academic supervisor