

**THE EFFECT OF EMPLOYEE PERFORMANCE ON MOTIVATIONAL  
PRACTICES IN MUKONO DISTRICT LOCAL GOVERNMENT**

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**A DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS IN THE PARTIAL  
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**UGANDA CHRISTIAN  
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## DECLARATION

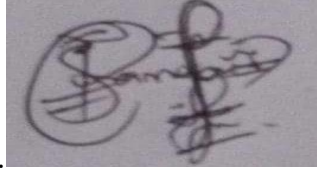
I, Namugalu Shalom Joy, solemnly declare that the research report submitted in partial fulfillment of the requirements for the award of bachelors' degree in human resource management is the result of my own original work. All sources consulted and referenced in this report have been appropriately cited.

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## APPROVAL

This research report has been submitted with my approval as the university supervisor

A square image containing a handwritten signature in black ink. The signature is cursive and appears to read 'Pamela Nagawa'.

Signature.....Date: 26/09/24

MADAM PAMELA NAGAWA  
(UNIVERSITY SUPERVISOR)

## **DEDICATION**

I dedicate this research report to my parents for their unwavering love, support, and encouragements have been the driving force behind my academic journey. Their belief in my abilities and constant motivation has been instrumental in helping me overcome challenges and reach this milestone.

## **ACKNOWLEDGEMENT**

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Special appreciation also goes to the staff of Mukono District Local Government for their cooperation during the data collection process. The fact that they were willing to share knowledge, experience, and other resources greatly contributed toward making this a successful study. Without their support and collaboration, this study would not have been possible.

## **LIST OF ACRONYMNS**

CAO	:	Chief Administrative Officer
MDLG	:	Mukono District Local Government
NGOs	:	Non-Governmental Organizations
SMEs	:	Small and Medium Enterprises
SPSS	:	Statistical Package for Social Sciences
UCU	:	Uganda Christian University
WHO	:	World Health Organization

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## **ABSTRACT**

This research report was undertaken to investigate the effect of employee performance on motivational practices in Mukono district local government. It was guided by three objectives; to examine the effect of employee engagement on motivational practices of Mukono district local government, to determine the effect of employee job satisfaction on motivational practices of Mukono district local government, to explore the effect of employee autonomy on motivational practices of Mukono district local government. The researcher used a sample size of 63 respondents and used questionnaires and interview guide to collect data and later the data was analyzed using the statistical package for social sciences (SPSS). Results of the first objective showed that employee performance has a significant effect in Mukono district local government.. Supported by the following responses; 54% of the respondents were positive to the statement that high employee performance leads to increased productivity and efficiency in achieving organizational goals; 62% were positive to the statement that high performance often improves morale and job satisfaction, reducing turnover. Results of the second objective revealed that a motivational practice has a significant effect in Mukono district local government. Supported by the following responses; 56% of the respondents were positive to the statement that motivational practices boost employee morale, leading to enhanced productivity and performance, 80% of the respondents were positive to the statement effective motivation increases employee job satisfaction, making them more committed to their roles, it can be observed that 57% were positive to the statement that motivation fosters greater engagement, leading to better focus and dedication toward work. Mukono district local government should provide continuous training and development programs to equip employees with the necessary skills for their roles. Clear communication of expectations and goals, along with regular feedback and recognition for good performance, fosters motivation. Creating a supportive and inclusive workplace culture, where employees feel valued and empowered to contribute, can further enhance performance. Additionally, offering opportunities for career growth and ensuring work-life balance helps to maintain employee engagement and productivity.

# CHAPTER ONE

## INTRODUCTION

### 1.0 Introduction

This study will investigate the effect of employee performance on motivational practices in Mukono district local government. However, this chapter presents a background of the study, statement of the problem, general objective, specific objectives, and research questions, scope of the study, significance of the study, justification, conceptual framework and definition of key terms.

### 1.1 Background of the Study

Motivational practices are strategies and interventions aimed at improving the intrinsic and extrinsic motivational attributes of people in workplaces, educational establishments, and healthcare settings. This would be achieved through enhancing factors of engagement and performance related to goal setting, feedback, rewards, and organizational culture. Motivational practices have been also well studied in regard to their effectiveness. In fact, it has been proved that effective motivational strategies, once well implemented, enhance the employee's productivity, improve the students' academic performances, and increase the treatment adherence among patients as noted by Deci, Olafsen, & Ryan, 2017. Gagné & Deci, 2015 went ahead and through research emphasized the necessity of an autonomy-supportive environment as a facilitator of the intrinsic motivation in order to achieve better results in most fields. Importantly, meta-analyses have also indicated that financial incentives can be strong drivers of motivation, although their sustained use is context-dependent and subject to individual variability. While much research has been done, there is still a need for further work on how differing motivational practices impact across the lifespan and interact with individual differences emanating from personality traits and cultural backgrounds.

There is also a lack of information on potential negative motivational practice effects, such as the risk of building a cutthroat atmosphere that leads to burnout or unethical behavior. Other issues that still need further research are how digital and remote work environments may affect the

efficiency of traditional motivational strategies. Motivational practices are quite complex, and an in-depth understanding is quite necessary in the formulation of appropriate interventions to enhance well-being and performance in various industries.

With the increasing diversity and dynamism of the workplace, individually tailored motivational strategies considering individual differences and cultures promise a more inclusive and productive environment when applied accordingly (Meyer et al., 2019). The insights into potential negative consequences of some motivational practices will also allow organizations to look for a balanced and sustainable motivational practice-design approach that would pay off long-term success and employee satisfaction as well. Ryan & Deci (2019).

### **1.1.1 Historical Background**

The motivational practices have gone through a sea change in these years in the United Kingdom, especially within the context of the Industrial Revolution. Scientific management principles by Frederick Taylor propelling efficiency and productivity along with incentives, emerged during the early 20th century onwards. The post-war period introduced human relations and well-being concerning employee welfare by Elton Mayo's Hawthorne Studies. Modern practices rely on intrinsic motivations. The public sector has taken up models, which promote autonomy, mastery, and purpose in ensuring the engagement of employees (Deci & Ryan, 2000).

Motivational practices in the United Arab Emirates are shaped by the nation's rapid economic development and its culture. The discovery of oil in the 1960s brought an economic boom that warranted the introduction of modern management. The UAE government subsequently targeted innovation and knowledge-based economy that has found expression in motivational policies underpinned by continuous professional development and rewarding innovations. Cultural preoccupation with collective well-being and social harmony equally plays an instrumental role in motivating employees within organizations. Hofstede, 2011).

Motivational practices in Rwanda are deeply rooted in its socio political history, particularly as regards the events of the 1994 genocide. In that respect, the national reconciliation and unity policy of the government had become high on its agenda and trickled down to the organizational level in the same vein. The purpose in this regard has been to rebuild trust and a feeling of belongingness among the employees. Economic reforms and the development strategy of Vision 2020 promoted

performance-based incentives and professional development programs as motivational factors to ensure productivity levels and merit-based work culture.

The nation's history of social and economic reform has also influenced motivational practices research in Rwanda. After the genocide in 1994, Rwanda began rebuilding its economy and society. Motivational practices then became a major focus in efforts toward enhancing productivity and development. For example, one study carried out in Rwanda indicated that motivation and commitment among employees were greatly influenced when there was meaning and significance linked to work .,

Motivational practices in Uganda have been influenced by political and economic events witnessed during the post-independence era. The early post-independence period witnessed political turmoil, which impacted organizational structures and, even more, levels of employee motivation. However, with the advent of the economic reforms in the late 1980s and 1990s, more formal motivational practices have gradually been adopted. The government has pursued a number of reforms in the public sector that include performance-based incentives and capacity-building programs to raise employee motivation and improve service delivery. According to Kjær & Katusiimeh, 2012, motivational practices have been influenced by the socio-cultural context of the country. Research in Uganda has explored the interrelation between traditional African values and motivation. For instance, one study conducted in Uganda showed that the concept of ubuntu, or harmony and collective responsibility among people, was important in motivating employees there (Makaure, 2016). It is important to understand the meaning of the cultural values and norms underpinning motivation in Uganda when developing effective motivational practices. The motivational practices in Mukono District local government reflect the broader national trends while responding to the local challenges facing the district for a long time, such as inadequate resourcing and staff turnover. Recently, the district has been working on improving motivational factors among employees: working conditions, performance rewards, and professional development. These practices aim at improving service delivery and ensuring that employees of the local government are motivated enough to deliver their duties as would be expected from them. Motivational practices have evolved significantly over the years, particularly in the context of the Industrial Revolution. The early 20th century saw the introduction of scientific management principles by Frederick Taylor, which emphasized efficiency and productivity through incentives

(Wren, 1994). The post-war period brought about a shift towards human relations and the importance of employee well-being, highlighted by Elton Mayo's Hawthorne Studies. Contemporary practices focus on intrinsic motivation, with the public sector adopting models that emphasize autonomy, mastery, and purpose to enhance employee engagement (Deci & Ryan, 2000).

### **1.1.2 Theoretical background**

The research was informed by the expectation theory formulated by Victor H. Vroom in 1964; Herzberg's Two Factor Theory formulated by Frederick Herzberg in 1959, as enunciated below; Vroom's Expectation Theory formulated by Victor Vroom in 1964 was built upon the assumption that individuals are motivated to act in a particular way since they may expect such action to yield a desired outcome or not. First proposed by Victor Vroom, this theory assumes that motivation is a product of three important factors: expectancy, which means that an employee expects, or believes, that putting more effort will lead to a better performance; instrumentality refers to the belief that the employee perceives the performance was rewarded; and valence refers to the value the individual places on the reward. According to Vroom, for an employee to be motivated, all three components must be high.

The strengths of Vroom's Expectancy Theory are portrayed by its good explanation of how individuals make choices over their actions based on perceived outcomes. It thus is very helpful in understanding and predicting employee behavior from diverse contexts, including local government. Individual differences are also taken into account through the theory; thus, employees possess different values and perceptions. One limitation, however, is its complexity in that it involves the minute details of perceptions and what affects them. It also assumes rational behavior from the individual at all times.

In local government, Vroom's Expectancy Theory can be utilized to further the understanding of employee performance and motivation and to ensure that the elements of expectancy, instrumentality, and valence are met. For example, managers of local governments can enhance expectancy by providing adequate training and resources, thus enabling the employees to develop a belief in their mind that their effort will result in successful performance. They may strengthen instrumentality by drawing clear links between performance and rewards, such as promotions or bonuses. Finally, they can enhance valence by offering rewards that employees really value, maybe

different for different people. By focusing on these aspects, local government is able to offer an adequate work environment which motivates the different employees to behave consistently in a way that will result in the most desirable results achievable. Herzberg's Two-Factor Theory, as maintained by Frederick Herzberg in 1959, its grounding lies in the idea that there are identifiable causes within the job place that yields job satisfaction and another separate set of causes that creates dissatisfaction with the two factors functioning independently of each other. Herzberg postulated that job satisfaction and dissatisfaction are influenced by two distinct sets of factors: motivators and hygiene factors. Intrinsic motivators include achievement, recognition, and the work itself, which may drive employees to perform better jobs. Hygiene factors, including salary, company policies, and working conditions, do not contribute to job satisfaction, but their absence contributes to dissatisfaction. One of the major strengths of Herzberg's theory is the dual-factor nature of it, which for the first time clearly distinguished factors that raise satisfaction from factors that raise dissatisfaction, enabling managers to take action on each separately. This differentiation aids in devising specific strategies for employee improvement and motivational development. However, limitations arise. Criticism against the theory includes its simplicity and the tendency to oversimplify human motivation. It may also fail to account for cultural variables in motivational factors and cannot be universally applied across organization types and job types. Herzberg's Two-Factor Theory has an application which is particularly direct when the study of employee performance and motivational practices refers to levels of local government.

The identification of such motivators as recognition, responsibility, and opportunities for growth will most certainly pave the way to a more motivated and better-performing workforce for the local government authorities. At the same time, hygiene factors like adequate compensation, proper policies, and safety at work could avoid dissatisfaction. This theory therefore explains how intrinsic motivators can lead to higher levels of job satisfaction and performance while good hygiene factors ensure that employees are not demotivated due to the absence of factors leading to a balanced approach for improvement in employee's motivation and performance in the local government.

### **1.1.3 Conceptual background**

.Performance refers to the quality of NM challenges that hinder effective motivational practices because resources might not be available, and there is inadequate training of available personnel; systemic inefficiency in doing things.

This situation is aggravated by conditions such as limited budget allocations, bureaucratic lethargy, and a lack of adequate leadership support that would foster concern for the welfare of workers. Poor morale among employees leads to poor job performances and turnover, which undermines service quality delivery. It, therefore, becomes imperative to examine the exact ways in which motivational practices influence employee performance in Mukono District Local Government, with a view to determining feasible ways of amelioration. The implications of failing to adopt effective motivational practices are quite dire. Poor motivation leads to lower job satisfaction, productivity, and higher absenteeism among workers (Locke & Latham, 1990).

This means for Mukono District, ineffective public service delivery, loss of confidence by the communities in the local government, and retarded socio-economic development. While the local governments have today become an indispensable instrument for the implementation of national policies and the delivery of basic services, challenges of this nature call for urgent redress. The present study tries to fill this gap in knowledge of how motivational practices affect employee performance in Mukono District Local Government by enabling evidence-based recommendations for improving motivation and, subsequently, public service delivery. This will be informed by the works of Maslow (1943) and Robbins & Judge (2013).

### **1.2 Problem statement**

Africa, as well as in Uganda, to increase performance levels among their employees. Recognition, good remuneration packages, career growth, and a work-friendly environment are applied systematically within those jurisdictions. The above practices have led to high levels of staff satisfaction, productivity, and subsequently retention-these being core desired outcomes at any given time in ensuring public service delivery is being rendered with efficiency. In fact, such an ideal would need consistent commitment to best practice in human resource management, something not possible with sufficiently resourcing that most local governments lack. Many of the local governments in both Africa and Uganda do face numerous difficulties that could feasibly

restrain them from practicing motivational mechanisms realistically because of the limited resources, lack of sufficient training, and systemic inefficiencies.

In Mukono District, limited budget allocations, bureaucratic inertia, and a general lack of leadership support for the welfare initiatives further complicate the situation. Consequentially, this can only turn out to be one of the negative factors in performance and delivery of services to citizens with regard to low morale among employees, underperformance, and turnover. As such, it remains to identify what motivational practices impact employee performance in the context of Mukono District Local Government and what practical ways can be pursued for improvement. The consequences of a lack of effective motivational practices are rather serious. Poor motivation results in low job satisfaction, productivity, and high absenteeism by the employees (Locke & Latham, 1990).

In fact, this has made public service delivery in the district of Mukono ineffective, and trust from the community to the local government is reduced. It has also hampered socio-economic developments in the area. Since the local government is to implement any national policies and provide services essential for ordinary people, it is high time to find urgent remedies for these challenges. The present study, therefore, aims at closing this gap in knowledge of how motivational practices bear on employee performance in Mukono District Local Government and giving recommendations based on evidence for increasing motivation with a view to ensuring increased motivation and ultimately enhanced service delivery in the public sector.

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

To investigate the effect of employee performance on motivational practices in Mukono district local government

### **1.4 Specific objectives**

- i. To examine the effect of employee engagement on motivational practices of Mukono district local government
- ii. To determine the effect of employee job satisfaction on motivational practices of Mukono district local government
- iii. To explore the effect of employee autonomy on motivational practices of Mukono district local government

## **1.5 Research questions**

- i. What is the effect of employee engagement on motivational practices of Mukono district local government?
- ii. What is the effect of employee job satisfaction on motivational practices of Mukono district local government?
- iii. What is the effect of employee autonomy on motivational practices of Mukono district local government?

## **1.6 Scope of the study**

### **1.6.1 Geographical location**

The study was carried out at Mukono District Local Government which is located in central Uganda, approximately 21 kilometers east of Kampala, the capital city of Uganda.

### **1.6.2 Time scope**

The period to be considered for the study was 3 years that is from (2020 to 2023), this is because during that period, there seems to be a lack of effective motivational techniques and strategies in place to encourage and inspire employees to perform at their best. This is evident in the high levels of employee turnover, low productivity, and a general sense of disengagement among staff members.

### **1.6.3 Content scope**

The study was limited to the effect of employee performance on motivational practices in Mukono district local government

## **1.7 Justification the study**

The study on the effect of employee performance on motivational practices in Mukono district local government is justified for several reasons:

Need for improved employee performance, Mukono district local government, like any other organization, aims to achieve its goals and objectives efficiently. Employee performance plays a vital role in the success of an organization. Therefore, understanding the factors that influence employee performance, such as motivational practices, may help identify areas for improvement and enhance organizational effectiveness.

Impact on service delivery, Mukono district local government is responsible for delivering various public services to its constituents. The performance of employees directly affects the quality and efficiency of these services. By studying the effect of employee performance on motivational practices, the study may provide insights into how to enhance motivation levels among employees, leading to improved service delivery.

Resource optimization, local governments operate within limited resources. It is crucial to effectively utilize these resources to achieve optimal results. Enhancing employee performance through appropriate motivational practices may contribute to resource optimization by increasing productivity and reducing wastage.

Employee satisfaction and well-being, employee motivation is closely linked to job satisfaction and overall well-being. A study on motivational practices may help identify the factors that positively influence employee motivation and well-being, leading to higher job satisfaction levels.

This, in turn can motivate a good working experience and will reduce the turnover ratio.

### **1.8 Significance of the study**

The research findings might help the policymakers to identify that the motivational practices are directly related to the performance of employees. Such understanding may also provide several comprehensive policy formulations for motivating the workforce that will result in increased productivity along with economic growth. By clearly spelling out what motivational practices are most productive of performance gains, the policymakers will be better placed to design specific interventions relevant to each individual sector and industry. This also hopefully ensures a better realization of resource allocation and an enabling legislative framework that fosters the well-being and performance of the employees. In essence, this helps the management team with practical guidance on how to implement and improve motivational initiatives within their organizations. By comprehension of which practices have greater output effects, managers apply their approach or adapted it in line with maximizing engagement in the employees' work activities. With this, perhaps a more active and fruitful workplace environment is created, where motivated employees strive to give their best work results.

The study also presents a great contribution to knowledge for researchers by adding to the database on the association between motivational practices and employee performance. The findings reported in this work, therefore, provide a sound empirical grounding that can be used in future studies; this may stimulate further investigation into the subtleties of motivational strategies and their consequences in diverse settings and sectors. This study will fill existing literature gaps with new insights and data, thus paving ways for more specialized studies, which will increase the level of understanding in regards to employee motivation and its implications towards performance. Government officials can apply the findings of this study in implementing effective motivational practices that can enhance the performance of the public sectors by integrating such practices into public administration. Hence, knowing how such practices link to employee performance may provide the key to more effective and responsive public services-in other words, bring about better governance.

Government agencies can achieve better employee morale, less absenteeism, and higher quality of public service delivery based on already tried motivational strategies. In turn, this will enhance public trust in and satisfaction with government operations, adding value to social welfare and stability. 1.9 Conceptual frame work Independent-variable dependent-variable Source: Dye, (2017) and modified by the researcher (2024)

Figure 1 above illustrates how employee performance, as an independent variable comprising employee engagement, job satisfaction, and autonomy influences motivational practices in local government.

High level of employee engagement is manifested by enthusiasm and dedication to work, which inspires workers to go beyond expectations to help an organization achieve its goals. Employee satisfaction, drawn from a well-rewarding work atmosphere with positive job experiences, enhances morale and loyalty, hence reducing turnover and boosting overall performance.

Employee autonomy, or the extent of control and independence over the job, provides an avenue for innovation and accountability since employees can take responsibility for their job and help them be more efficient.

All these together create an enabling and motivating environment which compels employees to perform the best, finally contributing to the better realization of motivational practices'

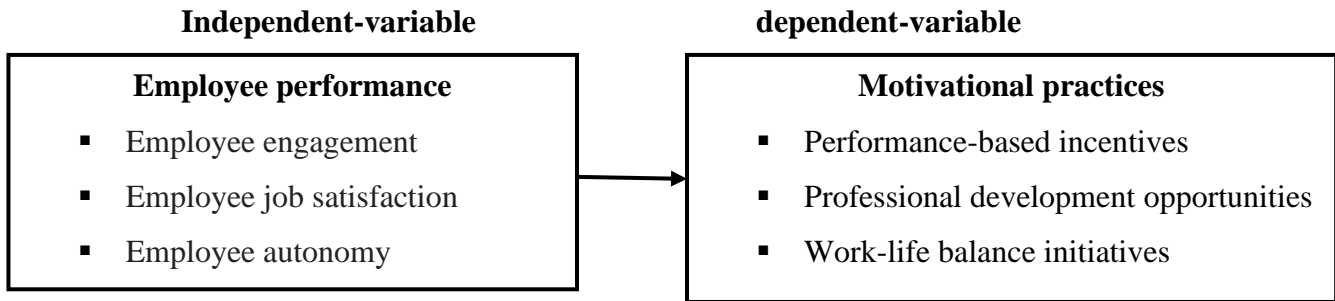
effectiveness and, correspondingly, better outcomes across organizations. Among the motivational practices as a dependent variable, performance-based incentives, professional development opportunities, and work-life balance programs all reflect the effectiveness of strategies aimed at enhancing employee motivation in local government settings. Some tangible compensations, which are usually performance-related, such as entitlements to bonus, recognition programs, professional development programs, ensure that employees pursue excellence to optimize organizational goals. Professional development opportunities in terms of training programs and career advancement opportunities create an enabling environment where employees are better equipped with skills and knowledge and enjoy a time in career prospects. For instance, work-life balance initiatives such as flexible work hours and wellness programs help to support the well-being of staff members, making them feel that their organization is truly concerned about their well-being. This encourages a healthier and productive employee.

#### 1.10 Definitions of key terms

Employee performance could be defined as the effectiveness and efficiency in which a certain job is executed to achieve desired or intended outcomes by an organization. This shows the quality and quantity of work delivered by employees, aside from their capability to meet or even exceed the expectations and goals as set by the supervisors. On the other hand, motivational practices are a set of strategies and actions that an organization implements with the aim of inspiring and building up workers' motivation. This approach sets an enabling environment to enhance employees' work-willingness, satisfaction, and overall performance. They may include reward and recognition, career development opportunities, or even supportive work culture. Performance, in the broader perspective, is an inclusive term involving the general outcomes, achievements, and results individuals or organizations put forward based on set objectives or standards. This perspective relates to both the performance of individual employees and organizational performance, which is considered as the total performance that all employees give in regard to set goals. The employee is an individual who gets hired by the organization for a job/role in view, and in return, the employee gets compensation from the organization concerned. Employees input their skills and knowledge, exert an effort toward the organization's operations, and toward its overall success and performance. These may be full-time employees, part-time, or contractors, depending on their nature of employment. These practices herein refer to behaviors, actions, and strategies adopted by an organization in order to achieve its set goals. They could range from management practices through training and development programs, performance management systems,

communication strategies, and employee involvement or engagement strategies, among others. The nature of these practices impacts significantly on employee performance and overall organizational success.

### 1.9 Conceptual frame work



**Source:** Dye, (2017) and modified by the researcher (2024)

Figure 1 above shows employee performance as an independent variable incorporating employee engagement, job satisfaction, and autonomy, examines how these elements collectively influence motivational practices in local government. High levels of employee engagement, characterized by enthusiasm and commitment to work, drive employees to exceed expectations and contribute positively to organizational goals. Employee job satisfaction, resulting from a fulfilling work environment and positive job experiences, boosts morale and loyalty, reducing turnover and enhancing overall performance. Employee autonomy, the degree of control and independence in one's role, fosters innovation and accountability, allowing employees to take ownership of their work and improve efficiency. Together, these factors create a supportive and motivating environment, where employees are driven to perform at their best, ultimately enhancing the effectiveness of motivational practices and leading to better organizational outcomes.

Motivational practices, as a dependent variable, encompass performance-based incentives, professional development opportunities, and work-life balance initiatives, which collectively reflect the effectiveness of strategies aimed at enhancing employee motivation within local government settings. Performance-based incentives, such as bonuses and recognition programs, serve as tangible rewards for exceptional performance, motivating employees to strive for excellence and achieve organizational goals. Professional development opportunities, including training programs and career advancement paths, empower employees to enhance their skills, knowledge, and career prospects, fostering a sense of personal growth and fulfillment. Work-life

balance initiatives, such as flexible work hours and wellness programs, demonstrate organizational support for employees' well-being, promoting a healthier and more productive workforce.

### **1.10 Definitions of key terms**

**Employee performance** refers to the effectiveness and efficiency with which an individual performs their job responsibilities and achieves desired outcomes within an organization (Bauer & Erdogan, 2018). It reflects the quality and quantity of work delivered by employees, as well as their ability to meet or exceed expectations and goals set by their supervisors.

**Motivational practices**, on the other hand, refer to strategies and actions implemented by organizations to encourage and enhance the motivation of their employees (Bauer & Erdogan, 2018). These practices aim to foster an environment that promotes employee engagement, satisfaction, and overall performance. They can include providing rewards and recognition, offering opportunities for career development, or ensuring a supportive work culture.

**Performance**, in a broader context, refers to the overall outcomes, achievements, and results that individuals or organizations demonstrate in relation to predetermined objectives or standards (Ferris et al., 2018). It encompasses both individual employee performance and organizational performance, which is the collective performance of all employees working towards common goals.

**An employee** is an individual who is hired by an organization to perform a specific job or role and receives compensation in return (Bauer & Erdogan, 2018). Employees contribute their skills, knowledge, and efforts towards the organization's operations and contribute to its overall success and performance. They can be full-time, part-time, or contract-based workers, depending on the nature of their employment.

**Practices**, in the organizational context, refer to the behaviors, actions, and strategies implemented by organizations to achieve specific objectives (Bauer & Erdogan, 2018). These can include various management practices, such as training and development programs, performance management systems, communication strategies, or employee engagement initiatives. The effectiveness of these practices can significantly impact employee performance and overall organizational success.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.0 Introduction

This study seeks to investigate the effect of employee performance on motivational practices in Mukono district local government. The literature was reviewed within theoretical review, conceptual review, empirical literature on relationship between employee performance and motivational practices

#### 2.1 Theoretical review

The design of the research is informed by expectancy theory developed by Victor H. Vroom in 1964. According to Vroom's Expectancy Theory developed by Victor Vroom in 1964, people are motivated to behave in a particular way based on the expectation that behaving this way will be followed by a desired consequence (Deci & Ryan, 2020). This theory assumes that persons get motivated since there are three important factors: expectancy, whereby the belief exists that putting in effort will consequently result in good performance; instrumentality, a belief that good performance was rewarded; and valence, which measures the value an individual attaches to a reward. According to Vroom, for an employee to be motivated, all the three components need to be high. The Vroom's Expectancy theory has an extraordinary capacity to explain how individuals make decisions regarding their actions based on perceived outcomes, and that is a factor that makes it particularly useful to understand and predict employee behavior accordingly. According to Dye (2018), this theory also allows individual differences to take place, whereby it recognizes that the employees hold different values and perceptions. Vroom's Expectancy theory also has some significant limitations. The core limitation of the theory, according to some, is a bit complex in nature since it requires detailed information about individual perceptions and other factors that influence such perceptions. It also assumes that people will always behave rationally, which is not always the case (Roberts, 2015). The Vroom's Expectancy Theory is applied in understanding and improving the performance and motivation of employees by addressing the elements of expectancy, instrumentality, and valence (Mullins, 2016; Armstrong, 2014). According to Herzberg's Two-Factor Theory, advanced in 1959 by Frederick Herzberg, there are specific factors

in the workplace that cause job satisfaction and a different set of factors that cause dissatisfaction but operate independently from the others.

As Bauer & Erdogan said, the most important strength of Herzberg's theory is that the dual-factor structure involves clear-cut divides of factors that generate satisfaction and those that generate dissatisfaction; managers can address issues of both satisfaction and dissatisfaction separately. This type of differentiation helps to develop clear strategies concerning better employee performance and motivation.

In this regard, Herzberg's Two-Factor Theory perhaps best explains how examination of employee performance and motivational practices can be accounted for. By identifying and improving motivators like recognition, responsibility, and opportunities for growth, a local government is in a position to stimulate a more motivated and highly performing workforce. At the same time, it can alleviate the hygiene factors that will keep employees away from dissatisfaction, which are fair pay, clear policies, and a safe working environment.

## **2.2 Conceptual review**

### **2.2.1 Motivational practices**

There have been numerous studies conducted to understand motivational practices, how they come about, and particularly in the Ugandan context in relation to their impact on employees in terms of their performance, job satisfaction, and commitment to the organization. This is often based on an intrinsic and extrinsic motivational factor framework which includes rewards, recognition, career development, and employee engagement. For instance, one such study highlighted that financial incentives became a major driving force in both public and private sectors, and intrinsic motivators, such as recognition and personal growth, can bring about long-term job satisfaction, while the extrinsic motivators may bring about short-term satisfaction but will not necessarily increase engagement in the long run. Therefore, increments in salary and bonuses are all short-term gratification for employees, as noted by Mugisha (2020).

In most instances, motivational practices relate to the variable being measured when operationalizing employee engagement, turnover intention, and organizational productivity. Most research conducted in Uganda links motivation directly with job satisfaction. For example, research findings have indicated that poor motivational strategies are associated with increased

turnover and lower productivity. For instance, non-monetary motivators in the form of career enhancement opportunities are reportedly found to have elicited organizational commitment and increased morale in the workplace (Ogwang, 2018). Indicators that are usually measured by surveys and performance indicators that attempt to illustrate this positive relationship between structured motivational practices and organizational success include turnover, job satisfaction, and productivity.

These studies will, in the end, yield a meaning which is important to the motivational practices in the unique socio-cultural context of Uganda. These variable interdependencies further suggest that recognition, financial incentives, and career development are not only important in an individual's motivation but also vital in ensuring overall organizational effectiveness. The Ugandan perspective emphasizes the importance of culturally relevant motivational practices that may echo in local employees' values and expectations. Organizations whose motivational strategies are based on these variables would, therefore, be well placed to ensure a motivated workforce that will have results on performance and the retention rate, according to research. Therefore, this provides relevance to the study conducted by Musinguzi & Nuwagaba 2023; Nakabugo et al. 2018; Nuwagaba et al. 2020; Abenavoli & Mondo 2021.

Recent studies on motivational practices in Uganda outline that employee motivation should be contextualised within the local cultural and economic context. Other works, such as Nakabugo & Kiwala (2019), examine motivational practices concerning recognition and reward systems that impact employee performance in Ugandan organizations. They operationalized motivation through levels of employee engagement and satisfaction influenced by recognition initiatives. The results indicated that good motivational practices lead to higher productivity and employee retention, and also complemented the need to always adapt strategies to local norms and values.

### **2.2.2 Employee performance**

Researchers have operationalized employee performance through various constructs, including motivation, organizational culture, and job satisfaction. For instance, Okello et al. (2020) studied the influence of motivation on employees' performance in Ugandan firms through establishing that with increased motivation, the level of employee performance metrics increases. Meanwhile, in discussing organizational culture and its impacts on employee performance, a study by Nansamba et al. (2021) stated that a supportive culture can consequently result in significant improvements

in the level of performance outcomes. These studies thus further point to the importance of adopting an integrated approach when considering the factors which influence employee performance.

In this, Ndawula and Kyejjusa operationalized organizational culture through the perception of employees about the company's values, leadership style, and ways of communication. In this study, the aim was to show how good and strong organizational culture leads to better employee performance by giving room for teamwork and accountability. These findings indicated that organizations with strong cultures have lower turnover rates and are more satisfied, hence higher records of performance. It therefore means that corporate values should be in line with the expectations of employees if their working environment is to be conducive. Establishing how variables function in the Ugandan labor market calls for the establishment of what key constructs like motivation, job satisfaction, and organizational culture mean. Motivation has often been established as an antecedent of job satisfaction, which then influences performance outcomes (Kibanja, 2019). For example, in applying Herzberg's Two-Factor Theory, studies such as Kinyanjui (2023) have identified intrinsic and extrinsic motivators relevant to Ugandan employees. These range from job security and recognition, important in a country whose emphasis is increasingly on educational attainment but with a very precarious job market. Such findings are important in Ugandan management practices, as they underscore the need for holistic motivation mechanisms in order to enhance performance.

### **2.2.3 Empirical literature on relationship between employee performance and motivational practices**

The link that exists between motivational practices and employees' performance is a broad topic of recent research. It is observed that motivation is a critical determinant of the performance of employees, since it drives individuals to exert efforts that are in tandem with organizational objectives. For instance, a finding by Alshammari et al. (2021) has shown that those organizations that have applied motivational strategies through things such as recognition programs, performance-based rewards, and providing opportunities for employee professional growth exhibit higher levels of performance among their employees. The study emphasized that intrinsic motivational factors of recognition and job satisfaction proved to be more influential than the extrinsic ones of financial rewards. This tends to reveal that while monetary incentives may serve

as very important viability options in companies, workers often gain more satisfaction from non-monetary motivational kinds, which, in turn, enhance their overall performance.

Motivational practices have also been effective in ensuring employee performance in various industries; the public and private sectors benefit from customized motivational strategies. A study by Bakotić and Babić (2023) established that motivational practices directly linked with employee needs and preferences are positively related to job performance, particularly in highly stressful work environments. Results showed that when motivational practices have something in common with the personal goals and values of the employees, it leads not only to increased performance but also to job satisfaction and organizational loyalty. Such findings appear to provide cause for designing motivational frameworks in flexible and adaptive ways that meet the uniqueness of the employees' needs to maximize performance outcomes.

The linkage between employee performance and motivational practices has been widely researched in the recent empirical literature, emphasizing how motivation plays an important role in better organizational outcomes. In fact, numerous studies have established that intrinsic motivation serves as one of the most influential drivers of employee performance. For instance, Gagné and Deci (2019) found that when employees are made to feel autonomous and competent in their jobs, their performance will be better because of increased engagement and creativity. In a similar vein, Deci, Olafsen, and Ryan (2017) indicated that motivational practices promoting self-determination and personal growth result in higher levels of job satisfaction and performance metrics. These findings give weight to the establishment of an environment in which employees feel free to exercise initiative in valued contributions to teams.

Organizational culture and leadership styles further complicate this interplay between motivational practices and performance. As recently noted in a study by Gomez and Sánchez (2023), transformational leadership plays the role of a mediator in motivational practices-to-performance relationships. The findings indicated that leaders who develop intrinsic and extrinsic motivation successfully enhance the effectiveness and productivity of their team members. Smith and Jansen, 2024 also indicated that the adaptation of different motivational practices which would address the needs of individual employees was most critical towards their derivations of peak performance within various demographic groupings. This therefore calls for a multilevel approach in motivating employees, both at an individual and organizational level.

### **2.3.4 Dependent variables**

Motivational practices refer to the strategy and actions adopted by organizations to ensure that their employees give their best efforts. These practices may be intrinsic in nature, like recognition and providing meaningful work, or extrinsic in nature, like bonuses and promotions (Robbins & Judge, 2017). Such motivational practices will definitely enhance employee commitment and satisfaction and thus uplift their productivity because employees' psychological and professional needs will be met. Motivation, therefore, fuels both individual and collective performance in most organizations, translating into a more committed and aligned workforce to the goals and values of the company. Indeed, low turnover of employees and job satisfaction have often been observed in those organizations that are noted to have strong motivational practices.

Performance-based incentives refer to a kind of reward given to employees in regard to either individual or team performance towards the realization of organizational set goals. Examples include bonuses, increased salaries, promotions, and other non-monetary benefits like additional time off during vacation or recognition. According to Deci & Ryan (2017), it is considered an extrinsic motivator that helps employees to meet or perform above the set expectations for performance. When well effected, incentives align employees' efforts to organizational objectives and raise productivity levels accordingly. However, research has also warned that performance incentives must be coupled with intrinsic motivators in order not to create a transactional relationship with the employees.

Work-life balance initiatives are policies and practices that help people manage their professional and personal life well. Examples of such policies include flexi-time policies, work-from-home facilities, and employee wellness programs. Work-life balance initiatives form the basis for minimizing levels of stress, job satisfaction, and improving overall employee well-being. Studies have shown that employees who feel they can balance work and personal life are more productive, less often suffer from burnout, and are more committed to the organization than other employees. Most organizations in Uganda are now embracing the importance of work-life balance as a way of retaining talent and helping morale within the ranks.

### **2.3.5 Independent variables**

Employee performance refers to the effectiveness with which employees fulfill their responsibilities on their job and make an organizational contribution. It is commonly measured through quality, efficiency in output, and attaining predetermined targets by the organization. According to Mbaziira (2019), there are various factors, including motivational, leadership, and work environment, which are believed to influence performance. Clear rules and policies, regular feedback on performance appraisal, recognition of good work—all these factors have been identified to increase the level of performance among employees. In Uganda, employees' performance is further influenced by socio-economic factors like the availability of resources and organizational culture. A high-performing employee, therefore, would be an invaluable asset to both the short-run and long-run success of an organization through hard work and productivity. Employee engagement is defined as the emotional and psychological commitment of employees to their organization and work. The fully engaged employee is portrayed by enthusiasm for his work, willingness to go out of his way, and making contributions to organizational culture. Essentially, the driver of engagement is often effective leadership and recognition of employees, professional development, and alignment of personal values with organizational objectives. In Uganda, the studies show that the engaged employees are more inclined to exercise loyalty towards their organization and display higher levels of job satisfaction as opposed to their disengaged colleagues. Employee autonomy can be defined as an employee's extent of freedom and independence when one makes decisions or controls how they carry out their tasks. It is one of the key work motivators, enhancing job satisfaction due to the possibility of taking responsibility for oneself and being creative. Greater levels of autonomy have been linked to higher job satisfaction, engagement, and overall performance. The Ugandan studies also unveiled that the extension of autonomy, particularly in decision-making scope, has increased the sense of responsibility among employees and, in turn, enhanced performance outcomes. In this regard, autonomy helps employees by enabling them to optimize their job dimensions in manners that fully utilize their utmost strengths, thus resulting in valued contributions toward the organization.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

This chapter highlights the research design, area of study, sources of information, population and sampling techniques, variables and indicators, level of measurement, data collection procedure, instruments of data collection, quality control, data processing and analysis, and ethical issues.

#### **3.1 Research Design**

A research design refers a plan, structure, and strategy of research to guide the selection of the tools to address the research problem (Kothari & Crag, 2014; Creswell, 2014). It girdles the logic of the entire research process (Creswell, 2014). Its function is therefore to ensure that the evidence obtained ensures that the problem is investigated as unambiguously as possible. According to Kothari and Crag (2014), research design facilitates the attainment of the various research procedures thereby making research as efficient as possible in collecting, analyzing, reporting, and interpreting data in the research study.

The research approach used descriptive research design because it focuses on systematically describing the characteristics of both motivation and employee performance without influencing them. This design allows the researcher to collect detailed information on motivational practices such as rewards, recognition, and job satisfaction, and how these factors influence employee performance. By using surveys, interviews, or observations, the study provided a clear picture of the current state of motivation and performance within the organization, helping to identify trends and patterns without establishing causality.

#### **3.2 Area of study**

The study was carried out from Mukono District which is located in Central Uganda, approximately 40 kilometers east of the capital city, Kampala. It lies within the central region of Uganda and is bordered by districts such as Buikwe to the north and Kayunga to the northeast. The district features a mix of urban and rural areas, with Mukono town serving as the administrative and commercial center. This geographical location is pertinent for the research on employee performance and motivational practices due to its accessibility from the capital, which facilitates logistical coordination and data collection. Additionally, Mukono's diverse socio-economic

landscape provides a representative sample of both urban and rural employment conditions, enriching the study's insights into how motivational practices impact performance across different settings.

### 3.3 Sources of information

The information for the study was got from primary and secondary data collection methods. Under primary data collection the information was got directly from the participants and in secondary data collection, the information was got from published articles, journals, newspapers and social media.

### 3.4 Population and sampling techniques

According to Hensen, M.C. (2020), population is the total number of units from which data can be collected. The study comprised of 75 employees: senior management, middle management, supervisors, human resource officers, finance department staff, administrative staff, support staff, field officers. This distribution ensures a representative sample of different organizational levels and departments, capturing a broad spectrum of perspectives on motivational practices.

**Table 1 showing population and sampling techniques**

<b>Respondents</b>	<b>Population</b>	<b>Sample size</b>	<b>Sampling procedures</b>
Senior managers	5	3	purposive sampling
Middle managers	5	2	purposive sampling
Human resource officers	5	4	purposive sampling
Supervisors	5	5	purposive sampling
Finance department staff	10	10	Simple random sampling
Administrative staff	10	5	Simple random sampling
Support staff	20	19	Simple random sampling
Field officers	5	5	Simple random sampling
Additional employees	10	10	Random sampling
<b>Total</b>	<b>75</b>	<b>63</b>	

Source: Mukono district local government (2024)

The research study used the formula of Slovenes (1960) as indicated below;

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

Where;

n is the sample size

N is the whole population

1 is the constant

e<sup>2</sup> error in sampling (0.05)

$$= 75 / 1 + 75 (0.05)^2$$

$$= 75 / 1 + 75 (0.0025)$$

$$= 75 / 1 + 0.1875$$

$$= 75 / 1.1875$$

$$= 63.2$$

n = 63 respondents

Therefore, the sample size of the study was 63 respondents

### **3.4 Sampling techniques**

Sampling techniques include

#### **3.4.1 Purposive sampling**

Purposive sampling was used to select 20 respondents from specific roles that are directly involved in or influential in the design and implementation of motivational practices. This includes: 5 senior managers, 5 middle managers, 5 human resource officers, and 5 supervisors. These roles are critical as they have direct responsibility for or impact on motivational strategies. By targeting these major positions, purposive sampling ensures that the study gathers in-depth insights from those who directly influence or manage motivational practices, providing a focused understanding of the effectiveness and implementation of these strategies.

#### **3.4.2 Simple random sampling**

Simple random sampling was applied to the remaining 55 employees, which includes: 10 finance department staff, 10 administrative staff, 10 support staff, and 5 field officers, plus 10 additional employees randomly selected from any of these categories to reach a total of 35 respondents. This method ensures that every employee in these groups has an equal chance of being selected, thereby

providing a balanced and representative view of how motivational practices impact performance across different operational levels and roles.

### **3.5 Variables and indicators**

This consists of independent and dependent variables as below

#### **3.5.1 Independent variables**

The employee performance as an independent variable incorporating employee engagement, job satisfaction, and autonomy, examines how these elements collectively influence motivational practices in local government (Tumuhairwe, J. K. 2021). High levels of employee engagement, characterized by enthusiasm and commitment to work, drive employees to exceed expectations and contribute positively to organizational goals (Rediford, M. A. 2022) Employee job satisfaction, resulting from a fulfilling work environment and positive job experiences, boosts morale and loyalty, reducing turnover and enhancing overall performance. Employee autonomy, the degree of control and independence in one's role, fosters innovation and accountability, allowing employees to take ownership of their work and improve efficiency. Together, these factors create a supportive and motivating environment, where employees are driven to perform at their best, ultimately enhancing the effectiveness of motivational practices and leading to better organizational outcomes.

#### **3.5.1 Dependent variable**

Motivational practices, as a dependent variable, encompass performance-based incentives, professional development opportunities, and work-life balance initiatives, which collectively reflect the effectiveness of strategies aimed at enhancing employee motivation within local government settings. Performance-based incentives, such as bonuses and recognition programs, serve as tangible rewards for exceptional performance, motivating employees to strive for excellence and achieve organizational goals (Dutton, J. E. 2024). Professional development opportunities, including training programs and career advancement paths, empower employees to enhance their skills, knowledge, and career prospects, fostering a sense of personal growth and fulfillment. Work-life balance initiatives, such as flexible work hours and wellness programs, demonstrate organizational support for employees' well-being, promoting a healthier and more productive workforce.

### **3.6 Measurement levels**

Measurement of study variables involved quantifying key aspects of employee performance and motivational practices using both quantitative and qualitative methods. Employee performance was assessed through self-reported questionnaires that capture metrics such as productivity, job satisfaction, and engagement, using established scales for consistency. Motivational practices were evaluated by asking respondents about the types, frequency, and effectiveness of various motivational strategies implemented within the organization. This approach ensures comprehensive data collection, with validated instruments providing reliable measures of performance and motivational practices, and qualitative insights from interviews offering deeper understanding of the context and impact of these variables.

### **3.7 Data collection procedure**

The research student acquired an official data collection letter from the Head of Department of Social Sciences at Uganda Christian University. This letter was formally request permission to conduct research and encompassed details on the study's objectives, methodology, and ethical considerations. Subsequently, the student presented this letter to the management of Busia Town Child Development Center to seek their approval and collaboration for the study. Upon receiving permission, the researcher proceeded to the main appointments with the latter and gave it to the respondents in order to help in carry out the data collection.

### **3.8 Data collection instruments**

The research study utilized structured questionnaires to collect information.

#### **3.8.1 Questionnaires**

Questionnaires were used to collect quantitative data from a broad sample of employees within Mukono District Local Government. The questionnaires were include a mix of closed-ended questions to measure specific aspects of motivational practices, such as the frequency and perceived effectiveness of various incentives and recognition programs. It also featured Likert scale questions to assess employee satisfaction and the impact of these practices on their performance. By distributing the questionnaire to a representative sample, including both randomly selected and purposively chosen employees, researchers can gather statistical data on overall trends and correlations, providing a comprehensive overview of how different motivational practices affect employee performance.

### **3.8.2 Reliability**

This is ensured by consistent measurement and collection of data. The questionnaires were administered in an identical manner with instructions clearly stated to the respondents to limit variation in the results. For the interviews, a uniform guide was used to ensure consistency in coverage of all key topics across different sessions. Inter-rater reliability was checked through independent coding of qualitative data by various researchers where consistency of results is compared. To add to that, the test-retest reliability was calculated using a sub-sample of the respondents used interchangeably at two different times to check for stability in the response. Validity censored the research instruments to make sure that they were in line with the objectives and the theoretical framework of the study.

Content validity was achieved through formulating the questionnaires and interview guides from the existing literature as well as validated scales on employee performance and motivational practices. Expert reviews by academics and practitioners in the field of organizational behavior were sought to ensure that instruments are actually measuring the constructs of interest. Pilot testing was also conducted with a small subset of participants in identifying and correcting issues with the questions themselves to make sure that instruments actually capture the intended variables and provide relevant and accurate data.

### **3.9 Quality control**

Key quality control strategies to ensure the accuracy and reliability of the data provided are intensive trainings among data collectors to achieve consistency in conducting the surveys and interviews. This could be done by applying standard procedures and monitoring data collection carefully. This also entails quality control measures, whereby data entries and questionnaires as well as interview responses are regularly checked if these are correctly and consistently accomplished. In addition, a feedback loop - preliminary findings review against original data - helped to highlight and make all amendments of discrepancies or errors in the initial stages of the research. Therefore, upholding the research integrity and quality as a whole.

### **3.10 Data processing and analysis**

Data analysis is breaking down collected information logically so it can be systematically reported (Creswell, 2009).

#### **3.10.1 Quantitative data analysis**

Quantitative data from the questionnaires analyzed through SPSS version 23 to trace patterns and relationships of motivational practices with employee performance.

Descriptive statistics, such as means and standard deviations, summarize the data and give an overview of general trends

Inferential statistics include correlation and regression analyses applied to explore the relationships among variables and to find out the effect of various motivational practices on employee performance. This analysis helped quantify the magnitude to which each motivational strategy affects performance measures such as productivity and job satisfaction.

### **3.11 Ethical considerations**

The research study gave guarantees of consent, confidentiality and voluntariness. The participant had full information about the purpose, procedures, and effects that the study might have and thus they were able to give their free consent to participate in the survey.

They were guaranteed that their responses would be anonymized and kept in a secure place where unauthorized people had no access to the information.

They were informed that participation is voluntary, and if they wish to, they may withdraw at any time from the research procedure without any consequences. Furthermore, the course of this research was informed by ethical principles as guided by the standards set by the institution and concerned authorities to ensure that the study meets the benchmarks of integrity and respect among all subjects.

## CHAPTER FOUR

### DATA PRESENTATION, INTERPRETATION AND DISCUSSION OF THE FINDINGS

#### 4.0 Introduction

This chapter presents the findings on the effect of employee performance on motivational practices in Mukono district local government. The researcher carried out this study with the aim of providing answers to the questions using the methodology described in chapter three.

#### 4.1 Response rate

The sample size of the population was 63. Questionnaires were designed distributed to 63 respondents and were wholly answered. This implies that the response rate was excellent.

#### 4.2 Bio Data

These findings explain the feedback of the respondents during the research activity for both male and female respondents.

##### 4.2.1 Gender of respondents

**Table 2 showing the Gender of respondents**

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	20	32.0	32.0	32.0
Valid Females	43	68.0	68.0	100.0
Total	63	100.0	100.0	

**Source: primary data (2024)**

The table 2 above shows that, 32% were male while 68% were female. This implies that the views of females were more represented in the study findings than those of the males and it also implies that the study involved more females with 68% than males at 32% in Mukono district local government

## 4.2. Age of respondents

**Table 4 showing Age group of respondents**

	Frequency	Percent	Valid Percent	Cumulative Percent
21-30 years	12	19.0	19.0	19.0
31-40 years	22	35.0	35.0	54.0
Valid 41-50 years	10	16.0	16.0	70.0
Above 50 years	19	30.0	30.0	100.0
Total	63	100.0	100.0	

**Source: Primary data (2024)**

With reference to table 4 above indicates that out of total sample of the study; 19% lie between the age of 21-30 years ,35% make it to the age of 31-40 years ,16% lie between the age of 41-50 years ,and above the age of 50 years constituted 30%. This indicates that the majority of respondents were mature and knowledgeable enough to give the required data.

### 4.2.3 Qualification of respondents

**Table 5 Showing academic qualification of respondents**

	Frequency	Percent	Valid Percent	Cumulative Percent
Secondary	11	17.0	17.0	17.0
Certificate	8	13.0	13.0	30.0
Diploma	25	40.0	40.0	70.0
Bachelor's	14	22.0	22.0	92.0
Masters	5	8.0	8.0	100.0
Total	63	100.0	100.0	

**Source: primary data (2024)**

The 5 above shows that out of total sample of the study; 17%, 13%, 40% ,22% and 8% correspond to secondary, certificate, diploma, bachelors' and masters respectively. This indicates that all respondents who participated in giving out information in Mukono district local government hard attained certain level of education with the majority of the respondents corresponding to 40% who are mainly of diploma holders.

#### 4.2.5 Years of working

**Table 6 showing years of working by respondents**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Less than 1 year	15	24.0	24.0	24.0
1-2 years	38	60.0	60.0	84.0
Above 3 years	10	16.0	16.0	100.0
Total	63	100.0	100.0	

**Source: Primary data (2024)**

Table 6 above shows that 24%, 60%, and 16%, correspond to less than 1 year, 1-2 years, and above 3 years respectively, This however implies that Mukono district local government employs experienced workers who have had reasonable numbers of years of experience with 40% such that the goals formulated by the entity can be achieved well besides this it also implies that majority of the respondents had served for a considerable period which indicates that most of the respondents had vast knowledge which could be relied upon by this study.

#### **4.3.0 Research question one: Finding out on effect of employee performance in Mukono district local government**

Table 7 below indicates that 54% (30%, 24%) were positive to the statement that high employee performance leads to increased productivity and efficiency in achieving organizational goals, while 29% (10%, 19%) forming the minority of the respondents were negative to the same statement, 17% were not sure hence implying that high employee performance leads to increased productivity and efficiency in achieving organizational goals.

When asked whether good performance enhances service quality, leading to higher customer satisfaction and retention 19% (5%, 14%) were positive to the statement while 75% (29%, 46%) of the respondents were negative to the same statement while 6% of the respondents were not sure. This concurs with the research carried out by Krahn GL (2013) intimated that good performance enhances service quality, leading to higher customer satisfaction and retention there by implying that good performance does not enhance service quality, leading to higher customer satisfaction and retention.

It can also be seen that majority constituting minority of respondents 33% (11%, 22%) were positive to the statement that improved employee output can boost company profitability by reducing costs and increasing revenue, 54% (32%, 22%) had negative responses to the same statement, 13% were not sure. This is an indication that improved employee output cannot boost company profitability by reducing costs and increasing revenue.

It was also observed that majority of the respondents 62% (33%, 29%) were positive to the statement that high performance often improves morale and job satisfaction, reducing turnover, 22% (3%, 19%) were negative to the same statement while 16% of the respondents were not sure. This was in accordance to Tsui AO, Brown (2011) pointed out that high performance often improves morale and job satisfaction, reducing turnover implying that high performance often improves morale and job satisfaction, reducing turnover.

Furthermore, it can be intimated that 61% (48%, 13%) of the respondents were positive to the statement that well-performing employees contribute creative ideas and solutions, driving innovation within the organization, 25% (22%, 3%) were negative to the same statement forming the majority of the respondents while 14% of the respondents were not sure, this is an indication that well-performing employees contribute creative ideas and solutions, driving innovation within the organization.

**Table 7: Showing the effect of employee performance in Mukono district local government**

Detail	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean	S.D
High employee performance leads to increased productivity and efficiency in achieving organizational goals	30.0	24.0	17.0	29.0	19.0	1.681	0.892
Good performance enhances service quality, leading to higher customer satisfaction and retention	5.0	14.0	6.0	29.0	46.0	2.116	1.136
Improved employee output can boost company profitability by reducing costs and increasing revenue	11.0	22.0	13.0	32.0	22.0	2.967	1.262
High performance often improves morale and job satisfaction, reducing turnover	33.0	29.0	16.0	3.0	19.0	3.317	1.421
Well-performing employees contribute creative ideas and solutions, driving innovation within the organization	48.0	13.0	14.0	22.0	3.0	2.967	1.377
Average						2.610	1.218

**Source: Primary data (2024)**

#### **4.4.0 Research question two: Finding out the effect of motivational practices in Mukono district local government**

With reference to table 8 below, it can be seen that 56% (35%, 21%) of the respondents were positive to the statement that motivational practices boost employee morale, leading to enhanced productivity and performance, 41% (31%, 10%) were negative to the same statement while 3% of the respondents were not. These findings were in line with Pratap N (2011) stresses that motivational practices boost employee morale, leading to enhanced productivity and performance.

However 80% (33%, 47%) of the respondents were positive to the statement that effective motivation increases employee job satisfaction, making them more committed to their roles, 7% (2%, 5%) were negative to the same statement while 13% of the respondents were not sure. This concurs with the research carried out by Abern, (2016) intimated that effective motivation increases employee job satisfaction, making them more committed to their roles implying that effective motivation increases employee job satisfaction, making them more committed to their roles.

It can also be seen that it can be seen that 20% (6%, 14%) were positive to the statement that motivated employees are less likely to leave the organization, reducing staff turnover and associated costs, 56% (43%, 13%) of the respondents were negative to the same statement and 24% of the respondents were not sure. This is an indication that motivated employees are less likely to leave the organization, reducing staff turnover and associated costs.

When asked whether motivation fosters greater engagement, leading to better focus and dedication toward work 57% (25%, 32%) were positive to the statement, 10% of the respondents were not sure while 33% (13%, 20%) were negative to the same statement that motivation fosters greater engagement, leading to better focus and dedication toward work.

It can also be observed that 51% (35%, 16%) were positive to the statement that motivated employees are more creative and likely to contribute innovative ideas that benefit the organization, 39% (22%, 17%) were negative to the same statement while 10% of the respondents were not sure. These findings were in line with Agbaje MA (2016) pointed out that motivated employees are more creative and likely to contribute innovative ideas that benefit the organization. This is an indication that motivated employees are more creative and likely to contribute innovative ideas that benefit the organization.

**Table 8: Showing the effect of motivational practices in Mukono district local government**

Details	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean	S.D
Motivational practices boost employee morale, leading to enhanced productivity and performance	35.0	21.0	3.0	31.0	10.0	2.250	1.230
Effective motivation increases employee job satisfaction, making them more committed to their roles	33.0	47.0	13.0	2.0	5.0	2.000	.974
Motivated employees are less likely to leave the organization, reducing staff turnover and associated costs	6.0	14.0	24.0	43.0	13.0	1.750	.950
Motivation fosters greater engagement, leading to better focus and dedication toward work	25.0	32.0	10.0	13.0	20.0	1.867	.676
Motivated employees are more creative and likely to contribute innovative ideas that benefit the organization	35.0	16.0	10.0	22.0	17.0	3.133	3.605
<b>Average mean</b>						<b>2.20</b>	<b>1.487</b>

Source: Primary data (2024)

## CHAPTER FIVE

### SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

#### 5.0 Introduction.

In this chapter the researcher gives a summary of findings, conclusions and recommendation in line with the research questions and objectives

#### 5.1 Summary of findings

The researcher provided a summary of findings in line with the objectives as follows;

##### 5.1.1 Research Question one: Findings on the effect of employee performance in Mukono district local government

The study investigated into the effect of employee performance in Mukono district local government. Results showed that most respondents were positive to the statements that were they were asked. For example; majority of respondents constituting **54% of the respondents were positive to the statement that** high employee performance leads to increased productivity and efficiency in achieving organizational goals; 62% were positive to the statement that high performance often improves morale and job satisfaction, reducing turnover; **61% of the respondents were positive to the statement that** well-performing employees contribute creative ideas and solutions, driving innovation within the organization.

On the other hand, 75% constituting the majority were negative to the statement that good performance enhances service quality, leading to higher customer satisfaction and retention, 54% were negative to the statement that improved employee output can boost company profitability by reducing costs and increasing revenue.

It can be concluded that employee performance has a significant effect in Mukono district local government.

### **5.1.2 Research Question two: Findings on the effect of motivational practices in Mukono district local government**

. The study investigated into the effect of motivational practices in Mukono district local government. Majority of the respondents 56% of the respondents were positive to the statement that motivational practices boost employee morale, leading to enhanced productivity and performance, 80% of the respondents were positive to the statement effective motivation increases employee job satisfaction, making them more committed to their roles, it can be observed that 57% were positive to the statement that motivation fosters greater engagement, leading to better focus and dedication toward work, 51% were positive to the statement that motivated employees are more creative and likely to contribute innovative ideas that benefit the organization while 56% of the respondents forming the majority were negative to the statement that motivated employees are less likely to leave the organization, reducing staff turnover and associated costs. Basing on the above results, it can be concluded that motivational practices has a significant effect in Mukono district local government.

### **5.2 Conclusion**

From this, the first research objective concludes that the performance of employees in the Mukono district local government is somewhat affected and would have been better had there been continuous training and development programs to equip the employees with the relevant skills for the particular jobs. When expectations and objectives are clearly spelt out to them, combined with regular feedback on performance and recognition of good performance, motivation is evoked. Performance would also be better if the work culture were supportive and inclusive, where the employees appreciate and contribute towards the company. Career development opportunities and maintaining the balance of work-life are also other essentials for sustainability in the productivity and engagement of employees. From objective two, motivational practices had a higher significant effect in Mukono district local government; hence, the strategies that promote employee participation, satisfaction, and commitment can be applied to make it even better.

Organizations can provide recognition programs that can ensure excellent performance through monetary and non-monetary incentives such as bonuses, promotion, or public acknowledgement. Other motivational factors include opportunities for professional growth, career development

programs, mentorship, enhancement of skills, making the work environment friendly, ensuring open communication, and involving employees in decision-making aspects. This will make employees feel valued and attached to the goals of the organization. Indeed, offering flexible working arrangements and facilitating work-life balance can help raise general employee motivation.

### **5.3 Recommendations**

The local government of Mukono district should ensure that training and development programs are provided regularly to equip staff with the required competencies for their jobs. Making sure to communicate what is expected and the set goals, and providing regular feedback and recognition for a good performance, creates motivation among employees. Having a supportive and enabling work culture where employees are valued and have opportunities to make sure their input in work matters can improve performance even more. Providing employees with prospects of career development while ensuring work-life balance could help sustain productivity.

In this regard, there is a need for Mukono district local government to offer strategies that foster employee engagement, satisfaction, and commitment. Recognition programs can be established at organizations, which award outstanding performance through monetary and non-monetary rewards, including bonuses, promotions, or public acknowledgment. Opportunities for professional growth come from career development programs, mentorship, and enhancement of skills; these things motivate too. The creation of a good work environment, encouragement of open interaction, and involvement in decision-making may help the employees develop feelings of appreciation and attachment to organizational goals. This may be achieved by allowing flexibility in work arrangements and by promoting work-life balance, enhancing overall employee motivation.

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## APPENDICES

### APPENDIX I: QUESTIONNAIRE

Dear respondent;

I am Shalom Joy carrying out research on the topic “effect of employee performance on motivational practices in Mukono district local government.” as a partial fulfillment for the award of bachelors degree of human resource management at Uganda Christian University .The questionnaire is designed to help me collect relevant information and therefore I kindly request you to participate in responding to the questions that was asked .However the information given was treated confidential and will only be used for academic purpose.

#### SECTION 1: DEMOGRAPHIC DATA

(Tick in the box provided)

1. Gender distribution of the respondent

a) Male                       b) Female

2. Marital status of the respondent

a) Single                       b) Married                       Divorced                       Widowed

3. Age bracket of the respondent (years)

a) 20-30                       b) 31-40                       c) 41-50                       C) 60 and above

4. Academic qualification of respondent

a) Secondary  b) Certificate  c) Diploma  d) Bachelors'  Masters

5. Years of working by the respondents.

a) Less than 1 year                       b) 1-2 years                       c) 3 years and above

### Section A: Employee performance

This section aims at showing effect of employee performance in Mukono district local government. Please indicate your opinion on the following statements using the Linkert scale. Key:

**1= agree, 2= strongly agree; 3= not sure; 4= disagree; 5= strongly disagree.**

No		1	2	3	4	5
1	High employee performance leads to increased productivity and efficiency in achieving organizational goals.					
2	Good performance enhances service quality, leading to higher customer satisfaction and retention.					
3	Improved employee output can boost company profitability by reducing costs and increasing revenue					
4	High performance often improves morale and job satisfaction, reducing turnover.					
5	Well-performing employees contribute creative ideas and solutions, driving innovation within the organization					

### Section B: Motivational practices

. This section aims at showing effect of motivational practices in Mukono district local government. Please indicate your opinion on the following statements using the Linkert scale. Key:

**1= agree, 2= strongly agree; 3= not sure; 4= disagree; 5= strongly disagree.**

No		1	2	3	4	5
1	Motivational practices boost employee morale, leading to enhanced productivity and performance.					
2	Effective motivation increases employee job satisfaction, making them more committed to their roles.					
3	Motivated employees are less likely to leave the organization, reducing staff turnover and associated costs.					

4	Motivation fosters greater engagement, leading to better focus and dedication toward work.					
5	Motivated employees are more creative and likely to contribute innovative ideas that benefit the organization.					