

**MOTIVATION AND PRODUCTIVITY OF STAFF: AN EMPIRICAL STUDY OF
THE MINISTRY OF FINANCE, PLANNING AND ECONOMIC DEVELOPMENT**

NASHIBA KAUDAH

M23B42/008

**A DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF BACHELOR OF HUMAN
RESOURCE MANAGEMENT OF UGANDA CHRISTIAN UNIVERSITY**

April, 2026



**UGANDA CHRISTIAN
UNIVERSITY**

A Centre of Excellence in the Heart of Africa

DECLARATION

I, Kaudah Nashiba hereby declared that this research report is original and has not been published and/ or submitted for any other award to any other academic institution before.

Sign: 

Reg. No. M23B42/008

Acesess No. B20143

APPROVAL

This dissertation entitled: *Motivation and Productivity of Staff: An Empirical Study of the Ministry of Finance, Planning and Economic Development* has been approved under my supervision and it is ready for submission for the award of a degree of Bachelor Of Human Resource Management.

Name: Mr. Kibuuka David

Signature: 

Date: 13/4/20

DEDICATION

I dedicate this piece of scholarly work first to the Almighty Allah and to my parents, Mrs. Kagoya Rehema and Mr. Tenywa Ahmed for the tireless efforts they dedicated to my physical, moral and emotional development as well as my education.

Your quiet sacrifices and unwavering love carried me through long nights and demanding days, thank you. May the Almighty Allah bless you all. You are great people from whom I drew a lot of inspiration and encouragement to carry on.

ACKNOWLEDGEMENT

I am deeply grateful to the Almighty Allah for granting me the strength and grace to successfully complete my academic journey.

I wish to extend my heartfelt appreciation to my supervisor, Mr. Kibuuka David, for the unwavering patience, guidance, and support throughout this research. Your encouragement and mentorship were invaluable; without you, this achievement would not have been possible.

Special thanks go to my family (my sisters Lukia, Shamim) and friends; your encouragement and moral support carried me through every stage of this work.

Lastly, I express my sincere appreciation to my lecturers at Uganda Christian University, whose dedication and knowledge have shaped me into a more informed and capable individual. May Allah bless you all abundantly.

Table of Contents

DECLARATION	i
APPROVAL.....	ii
DEDICATION.....	iii
ACKNOWLEDGEMENT.....	iv
LISTOFTABLES	viii
ABBREVIATIONS.....	ix
ABSTRACT	x
CHAPTERONE: INTRODUCTION.....	1
1.1 Background of the study.....	1
1.2 Problem Statement.....	4
1.3 Objective of the study.....	5
1.4 Specific Objectives	5
1.5 Research Questions	5
1.6 Significance of the Study.....	5
1.7 Scope of the Study	6
1.8 Key Operational Definitions	7
CHAPTER TWO: LITERATURE REVIEW	8
2.1 Theoretical Foundations of Motivation in the Public Sector.....	8
2.2 Key Motivational Factors in Public Sector Organizations	8
2.3 The Relationship Between Motivation and Productivity in Public Organizations.....	9
2.4 Motivational Strategies and Interventions in Public Sector Organizations	10
2.5 Challenges and Barriers to Motivation in Public Sector Organizations	11
2.6 Contextual Factors in Developing Country Public Sectors.....	11
2.7 Research Gap	12
CHAPTER THREE: RESEARCH METHODOLOGY	14
3.1 Introduction.....	14
3.2 Research Design.....	14
3.3 Area of the Study	15
3.4 Study Population.....	15
3.5 Sample Size	16
3.5.1 Sampling and Sampling Strategies	16
3.6 Data Collection Methods	17

3.6.1 Interview Method	17
3.6.2 Questionnaire Method.....	18
3.6.3 Questionnaire Guide	18
3.7 Data Quality Control	19
3.8 Data Analysis and Presentation.....	20
CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND INTERPRETATION	22
4.1 Introduction	22
4.2 Demographic Characteristics of Respondents.....	22
4.3 Descriptive Statistics on Motivation Strategies.....	24
4.3.1 Factor Analysis of Motivation Strategies.....	26
4.4 Descriptive Statistics on Staff Productivity.....	27
Table 6: Descriptive Statistics for Staff Productivity (Section C)	27
4.5 Reliability Analysis of Productivity Scale	28
4.5.1 Analysis of Current Motivation Challenges	29
4.5.2 Analysis of Potential Remedies	30
4.6 Relationship Between Motivation and Productivity.....	31
4.6.1 Correlation Analysis	31
4.6.2 Regression Analysis	31
4.7 Group Differences Analysis	32
4.7.1 Differences by Hierarchical Level	32
4.7.2 Differences by Years of Service	33
4.8 Qualitative Findings Integration.....	34
4.8.1 Thematic Analysis Summary	34
CHAPTER FIVE: SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS	37
5.1 Introduction	37
5.2 Discussion of Findings	37
5.2.1 Discussion of Findings on Motivation Strategies at MoFPED	37
5.2.1.1 Inadequacy of Formal Motivation Systems	37
5.2.1.2 The Primacy of Developmental over Purely Monetary Factors.....	38
5.2.1.3 Factor Structure: Reward Systems vs. Development Systems	38
5.2.2 Discussion of Findings on Staff Productivity Levels	39
5.2.2.1 The Quality-Compliance Gap in Productivity.....	39
5.2.2.2 Hierarchical Stratification of Productivity	40

5.2.2.3 The Reliability of Self-Reported Productivity Measures	40
5.2.3 Discussion of Findings on Motivation Challenges and Remedies	41
5.2.3.1 The Compensation-Career Advancement Nexus.....	41
5.2.3.2 Beyond Monetary Solutions: The Appeal of Holistic Interventions.....	42
5.2.3.3 Recognition as a Transformative Rather Than Transactional Intervention	42
5.2.4 Discussion of the Motivation-Productivity Relationship	43
5.2.4.1 The Strength and Specificity of the Correlation	43
5.2.4.2 Regression Insights: Reward Systems as Primary Predictor	43
5.2.4.3 The Mediating Role of Recognition and Salary Satisfaction	44
5.2.5 Contextualizing Findings Within Uganda's Public Sector Landscape	45
5.2.5.1 Specificities of Economic Ministries	45
5.2.5.2 Uganda's Institutional and Cultural Context	45
5.3 Conclusions	46
5.4 Recommendations of the Study.....	47
5.5 Areas for Further Research	48
References	49
APPENDICES	53
Appendix I: Questionnaire on Employee Motivation and Productivity at MoFPED	53

LIST OF TABLES

Table 1: Demographic Characteristics of Respondents	21
Table 2: Descriptive Statistics for Motivation Strategies (Section B)	23
Table 3: Factor Analysis Results for Motivation Strategies (KMO and Bartlett's Test)	25
Table 4: Rotated Component Matrix for Motivation Strategies	25
Table 5: Descriptive Statistics for Staff Productivity (Section C)	26
Table 6: Frequency Distribution for Productivity Items	26
Table 7: Reliability Statistics for Productivity Scale	26
Table 8: Item-Total Statistics for Productivity Scale	28
Table 9: Descriptive Statistics for Motivation Challenges (Section D1)	29
Table 10: Ranking of Motivation Challenges by Mean Score	29
Table 11: Descriptive Statistics for Potential Remedies (Section D2)	30
Table 12: Ranking of Remedies by Perceived Effectiveness	30
Table 13: Pearson Correlation Matrix Between Motivation and Productivity	31
Table 14: Model Summary for Regression of Productivity on Motivation Factors	32
Table 15: ANOVA for Regression Model	33
Table 16: ANOVA for Motivation and Productivity by Job Level	33
Table 17: Post Hoc Tests (Tukey HSD) for Job Level Differences	34
Table 18: Correlation Between Years of Service and Key Variables	35

ABBREVIATIONS

ANOVA: Analysis of Variance

HR: Human Resource

KMO: Kaiser-Meyer-Olkin (Measure of Sampling Adequacy)

MOFPED: Ministry of Finance, Planning and Economic Development

NVivo : Qualitative Data Analysis Software

OECD: Organization for Economic Co-operation and Development

PhD: Doctor of Philosophy

PSM: Public Service Motivation

SD: Standard Deviation

SPSS: Statistical Package for Social Sciences

ABSTRACT

This study examined the relationship between employee motivation and staff productivity at the Ministry of Finance, Planning and Economic Development (MoFPED) in Uganda. The study was motivated by persistent performance challenges within the public sector, including low employee morale, limited recognition systems, constrained career advancement opportunities, and concerns about overall productivity. The main objective was to assess how intrinsic and extrinsic motivational factors influence productivity and to propose practical remedies to address identified challenges.

A mixed-methods research design employing concurrent triangulation was adopted. Quantitative data were collected from a stratified random sample of 36 employees using structured questionnaires, while qualitative data were gathered through in-depth interviews and focus group discussions with 15 key informants. Quantitative data were analyzed using descriptive statistics, correlation, regression, factor analysis, and ANOVA, while qualitative data were analyzed thematically to complement statistical findings.

The findings revealed generally low satisfaction with existing motivational strategies, particularly in areas of career advancement, recognition systems, and performance-based incentives. Inadequate salary and limited promotion opportunities emerged as the most significant motivational challenges. Despite these concerns, staff reported moderate levels of productivity, particularly in meeting work targets and maintaining quality standards.

Statistical analysis demonstrated a strong positive and significant relationship between motivation and productivity ($r = 0.682$, $p < 0.01$), with motivation factors explaining 52.6% of the variance in productivity. Reward systems were identified as the strongest predictor of productivity outcomes.

The study concludes that employee motivation significantly influences productivity at MoFPED and that strengthening both reward and development systems is essential for improved organizational performance. It recommends enhancing recognition programs, establishing clear career progression pathways, improving working conditions, and implementing transparent performance management systems to strengthen the motivation–productivity nexus in Uganda's public sector.

CHAPTER ONE: INTRODUCTION

1.1 Background of the study

Across the globe, employee motivation remains a critical determinant of organizational productivity, especially within the public sector where bureaucratic structures and limited performance-based incentives often hinder optimal output (Perry & Hondeghem, 2008). Unlike the private sector, which tends to have flexible and performance-driven reward systems, public institutions frequently operate under rigid, standardized procedures that may stifle individual initiative and reduce employee engagement (Wright, Moynihan, & Pandey, 2012). Consequently, governments worldwide are increasingly recognizing the need to enhance motivation among public sector employees as a pathway to improved service delivery, accountability, and efficiency (OECD, 2015).

Employee motivation, defined as the psychological forces that drive individuals to initiate, direct, and sustain effort toward achieving organizational goals (Latham & Pinder, 2005), manifests differently in public sector environments compared to private organizations. In public institutions, motivation is characterized by a complex interplay of intrinsic and extrinsic factors. Intrinsic motivational factors include public service motivation (PSM), which encompasses employees' desire to serve the public interest, make a meaningful difference in society, and contribute to policy formulation and implementation (Perry, 2016; Vandenabeele, 2017). These factors also include job autonomy, professional development opportunities, and the inherent satisfaction derived from meaningful work that addresses societal needs.

Extrinsic motivational factors in the public sector encompass tangible rewards and external recognition systems, including competitive salaries, performance-based bonuses, career advancement opportunities, job security, and formal recognition programs (Kuvaas, 2016). However, public sector motivation is often constrained by bureaucratic limitations, political interference, and standardized reward systems that may not adequately differentiate between high and low performers (Moynihan & Pandey, 2020).

Additionally, public sector employees often face unique motivational challenges such as red tape, limited decision-making authority, and public scrutiny, which can either enhance or diminish their commitment to organizational objectives.

Productivity in the public sector context extends beyond traditional private sector metrics and encompasses multiple dimensions of performance and value creation. Unlike private organizations where productivity is primarily measured through profit margins and output-to-input ratios, public sector productivity involves the efficient and effective delivery of public services, achievement of policy objectives, and creation of public value (Moore, 2025). This includes quantitative measures such as service delivery speed, cost-effectiveness, and resource utilization efficiency, as well as qualitative indicators like service quality, citizen satisfaction, transparency, and accountability in public service delivery.

Public sector productivity is further characterized by outcomes-based performance, which measures the extent to which public institutions achieve their mandated objectives, contribute to societal welfare, and respond to citizen needs (Boyne, 2022). However, measuring productivity in public organizations presents unique challenges due to the intangible nature of many public services, multiple stakeholder expectations, political influences, and the difficulty in establishing clear cause-and-effect relationships between inputs and outcomes (Heinrich, 2022). These complexities necessitate comprehensive approaches to understanding how motivational interventions translate into improved organizational performance.

The relationship between motivation and productivity has been extensively studied, with empirical evidence consistently demonstrating that motivated employees exhibit higher levels of productivity, innovation, and commitment to organizational goals (Ryan & Deci, 2020). Self-Determination Theory suggests that when employees' needs for autonomy, competence, and relatedness are satisfied, they demonstrate enhanced intrinsic motivation, leading to improved performance outcomes (Gagné & Deci, 2015). In the public sector context, this relationship is particularly significant because motivated public servants are more likely to engage in discretionary behaviors that enhance service quality, demonstrate organizational citizenship behaviors, and maintain high performance standards despite bureaucratic constraints (Wright et al., 2022).

Research indicates that the motivation-productivity relationship in public organizations is mediated by factors such as job satisfaction, organizational commitment, and employee engagement (Vandenabeele, 2017). Studies have shown that public sector employees who experience high levels of intrinsic motivation, particularly public service motivation, tend to

demonstrate superior performance in service delivery, policy implementation, and citizen engagement (Perry & Wise, 2020). Conversely, demotivated public servants often exhibit counterproductive behaviors such as absenteeism, reduced effort, resistance to change, and poor service delivery, ultimately undermining organizational effectiveness and public trust (Hope, 2021). In developed countries, reforms aimed at performance management and motivational strategies have yielded varying degrees of success.

For instance, countries like New Zealand and the United Kingdom have implemented performance-based pay systems, comprehensive appraisal frameworks, and employee recognition programs to boost motivation and accountability (OECD, 2017). However, these strategies often face implementation challenges including resistance to change, inadequate capacity for performance measurement, concerns about fairness and transparency, and the difficulty of adapting private sector practices to public sector contexts (Moynihan & Pandey, 2020).

In developing countries, particularly in Sub-Saharan Africa, public sector productivity remains alarmingly low, attributed to systemic motivational challenges including inadequate compensation systems, limited career progression opportunities, poor working conditions, weak supervision, and political interference (Hope, 2021; Commonwealth Secretariat, 2021). These contextual factors create a complex environment where traditional motivational theories and interventions may require significant adaptation to achieve desired productivity outcomes. Uganda's public sector operates within a framework of ongoing reforms aimed at improving efficiency and service delivery, yet persistent challenges of low employee morale, high absenteeism rates, and suboptimal productivity continue to undermine organizational effectiveness (Republic of Uganda, 2020). The country's public service faces specific motivational challenges including delayed salary payments, limited promotion opportunities, inadequate training and development programs, poor working conditions, and weak performance management systems. These factors contribute to a cycle of demotivation that adversely affects service delivery quality and citizen satisfaction. Despite various reform initiatives, including the implementation of performance contracts and results-oriented management systems, the relationship between motivational interventions and productivity improvements in Uganda's public sector remains poorly understood. While some studies have examined isolated aspects of employee performance, there is limited comprehensive

research that systematically analyzes how different motivational factors influence various dimensions of productivity within the Ugandan public sector context.

The existing literature reveals a significant gap in understanding the specific mechanisms through which motivational factors influence productivity outcomes in Uganda's public sector. While global research provides theoretical frameworks and empirical evidence from developed countries, there is insufficient context-specific research that examines how cultural, economic, and institutional factors in Uganda moderate the motivation-productivity relationship. Furthermore, most existing studies focus on either motivation or productivity in isolation, without comprehensively examining their interconnectedness and the potential for targeted interventions. Therefore, this study seeks to address the following primary research question: To what extent and through what mechanisms do intrinsic and extrinsic motivational factors influence employee productivity in Uganda's public sector, and what contextually appropriate strategies can be implemented to enhance the motivation-productivity nexus for improved organizational performance and service delivery?

1.2 Problem Statement

Despite the widely acknowledged relationship between employee motivation and organizational productivity, Uganda's public sector, particularly the Ministry of Finance, Planning and Economic Development (MoFPED), continues to experience persistent performance challenges. These challenges are characterized by low staff motivation, inadequate recognition systems, limited career advancement opportunities, and suboptimal productivity levels that undermine effective service delivery and national development objectives. While global evidence demonstrates that strategic motivational interventions can enhance public sector performance, Uganda's implementation of such strategies remains fragmented and inconsistently applied. This creates a critical knowledge gap regarding how intrinsic motivational factors (such as job satisfaction, autonomy, and public service motivation) and extrinsic motivational factors (including compensation, recognition, and career development opportunities) specifically influence employee productivity outcomes within the country's unique institutional, cultural, and economic context. This insufficient empirical understanding of the motivation-productivity nexus in Uganda's public sector, particularly within critical economic institutions like MoFPED, severely limits

policymakers' and administrators' ability to design evidence-based interventions. Such interventions could systematically improve employee engagement, organizational effectiveness, and service delivery quality. Therefore, comprehensive research is necessary to inform targeted strategies for enhancing public sector performance and accountability.

1.3 Objective of the study

The aim of this study is to examine the impact of employee motivation on productivity of staff at the Ministry of Finance, Planning and Economic Development.

1.4 Specific Objectives

- To find out motivation strategies at the Ministry of Finance, Planning and Economic Development.
- To find out the level of staff productivity at the Ministry of Finance, Planning and Economic Development.
- To suggest possible remedies to motivation challenges at the Ministry of Finance, Planning and Economic Development.

1.5 Research Questions

- What motivation strategies are currently employed at the Ministry of Finance, Planning and Economic Development, and how effective are they in enhancing staff performance?
- What is the level of staff productivity at the Ministry of Finance, Planning and Economic Development, and how does it relate to employee motivation?
- What are the possible remedies to motivation challenges at the Ministry of Finance, Planning and Economic Development that can improve employee motivation and productivity?

1.6 Significance of the Study

This study holds significant value for multiple stakeholders within the public administration and human resource management fields, particularly in the context of Uganda's public sector.

Firstly, it contributes to the academic body of knowledge by providing empirical evidence on the link between employee motivation and productivity in a key government ministry. While much of the existing literature focuses on the private sector or general public sector reform, this study offers context-specific insights that fill an important gap in motivation and performance studies in Uganda's public institutions.

The findings of this study would be valuable to policymakers and administrators within the Ministry of Finance, Planning and Economic Development by offering evidence-based recommendations for enhancing staff motivation and, consequently, improving service delivery and institutional performance. Understanding what drives or hinders employee performance will enable leadership to design more targeted and effective human resource interventions.

The study may guide reforms within Uganda's broader public service by serving as a reference point for other ministries and departments facing similar challenges of low motivation and declining productivity. It may also inform civil service policies related to incentive structures, performance appraisal systems, and employee engagement programs.

Lastly, this study will be useful for researchers and scholars interested in public sector management, as it provides a framework for further studies on motivation, performance, and organizational behavior within developing country contexts. By exploring both intrinsic and extrinsic motivational factors, the research provides a comprehensive understanding of what drives productivity in a government setting characterized by resource constraints and high public expectations.

1.7 Scope of the Study

This study is confined to examining the relationship between employee motivation and productivity within Uganda's public sector, with a specific focus on the Ministry of Finance, Planning and Economic Development (MoFPED). The research is limited to employees working at the Ministry's headquarters in Kampala and does not cover staff in regional or affiliated agencies such as the Uganda Revenue Authority or the National Planning Authority. The study focuses on both intrinsic motivational factors (such as job satisfaction, recognition, and career growth) and extrinsic factors (such as salaries, promotions, and working conditions), and how this influence employee productivity.

The temporal scope of the study covers the period from 2020 to 2025, allowing for an analysis of recent developments in human resource practices and performance trends within the Ministry. The study will utilize both qualitative and quantitative research methods, including structured questionnaires and key informant interviews, targeting selected employees and human resource managers.

Thematically, the study is restricted to motivation and productivity, and therefore does not delve deeply into broader issues such as organizational politics, corruption, or macroeconomic policy performance unless they directly relate to employee motivation and performance. While the findings may have implications for the wider public service in Uganda, the study does not aim to generalize results to all government ministries but rather to provide an in-depth case analysis of MoFPED as a representative institution of the central government.

1.8 Key Operational Definitions

Motivation

According to Robbins & Judge (2019), motivation refers to the internal and external forces that initiate, direct, and sustain human behavior toward achieving a goal. It is what drives individuals to act and persist in their efforts.

Productivity

Productivity is the measure of the efficiency with which resources such as labor and capital are utilized to produce outputs. In the public sector, it often refers to the quantity and quality of services delivered relative to the resources used (Drucker, 1999).

Public Sector

According to Hughes (2012), the public sector comprises government-controlled organizations and institutions that provide public goods and services, funded primarily through taxation and governed by public policy rather than profit motives.

CHAPTER TWO: LITERATURE REVIEW

2.1 Theoretical Foundations of Motivation in the Public Sector

The study of motivation in public sector organizations has evolved significantly over the past decades, with scholars developing various theoretical frameworks to understand what drives public servants.

Herzberg's Two-Factor Theory remains one of the most influential frameworks in understanding workplace motivation, distinguishing between hygiene factors (such as salary, working conditions, and job security) and motivational factors (including achievement, recognition, and responsibility) (Herzberg et al., 1959). This theory has been particularly relevant in public sector contexts where traditional monetary incentives may be limited.

Building upon this foundation, Deci and Ryan's (2020) Self-Determination Theory has gained prominence in public administration research, emphasizing the importance of autonomy, competence, and relatedness as fundamental psychological needs that drive intrinsic motivation.

Public Service Motivation (PSM) theory, developed by Perry and Wise (1990), specifically addresses the unique motivational dynamics within government organizations. This theory posits that public sector employees are driven by distinct motivational factors including attraction to policy making, commitment to the public interest, compassion, and self-sacrifice.

Subsequent research by Perry (1996) and Vandenberg (2017) has refined this concept, demonstrating that PSM significantly influences job satisfaction, organizational commitment, and performance outcomes in public organizations. The theory has been particularly valuable in understanding how public servants derive meaning from their work beyond traditional extrinsic rewards.

2.2 Key Motivational Factors in Public Sector Organizations

Research has consistently identified several critical motivational factors that influence public sector employees' behavior and performance.

Job security has traditionally been viewed as a primary motivator for public sector employment, with studies by Lewis and Frank (2022) and Crewson (1997) demonstrating that public employees place higher value on job stability compared to their private sector counterparts. However,

contemporary research suggests that while job security remains important, it is insufficient as a standalone motivator for high performance (Steijn, 2018).

Recognition and appreciation have emerged as powerful motivational tools in public organizations. Fernandez (2018) found that employees who feel valued and recognized by their supervisors demonstrate higher levels of job satisfaction and organizational commitment.

Similarly, career development opportunities and professional growth prospects significantly influence motivation levels among public servants (Kim, 2015). The opportunity to make a meaningful contribution to society and serve the public interest has been identified as a unique and powerful motivator in government organizations (Brewer & Selden, 1998).

Work-life balance and flexible working arrangements have gained increasing importance as motivational factors, particularly among younger generations of public servants. Studies by Golden (2016) and Kelliher and Anderson (2020) have shown that organizations offering flexible work options experience higher employee satisfaction and retention rates.

Additionally, the quality of supervision and leadership has been consistently linked to employee motivation, with transformational leadership styles showing particularly positive effects on public sector employee engagement (Wright et al., 2022).

2.3 The Relationship Between Motivation and Productivity in Public Organizations

The relationship between employee motivation and productivity in public sector organizations has been extensively studied, though measuring productivity in government contexts presents unique challenges.

Brewer and Selden (2020) conducted seminal research demonstrating a positive correlation between various motivational factors and performance outcomes in federal agencies. Their findings indicated that employees with higher levels of public service motivation exhibited superior performance ratings and were more likely to engage in organizational citizenship behaviors.

Subsequent studies have reinforced these findings while providing more nuanced understanding of the motivation-productivity relationship. Vandenabeele (2019) found that the relationship

between PSM and performance is mediated by job satisfaction and organizational commitment, suggesting that motivation influences productivity through multiple pathways.

Similarly, Ritz et al. (2016) conducted a meta-analysis revealing that public service motivation has a moderate but consistent positive effect on various performance measures including job performance, organizational citizenship behavior, and reduced turnover intentions.

The complexity of measuring productivity in public organizations has led researchers to examine multiple performance indicators. Wright (2017) emphasized the importance of considering both individual and organizational-level outcomes when assessing the motivation-productivity relationship.

Studies have shown that motivated employees not only perform better individually but also contribute to improved organizational effectiveness through enhanced collaboration, innovation, and service delivery quality (Kim & Vandenabeele, 2020).

2.4 Motivational Strategies and Interventions in Public Sector Organizations

Public sector organizations have implemented various motivational strategies with varying degrees of success.

Performance-based reward systems have been widely adopted, though research presents mixed findings regarding their effectiveness. Perry et al. (2019) found that while financial incentives can improve performance in certain contexts, they may also undermine intrinsic motivation and create unintended consequences such as gaming behaviors or reduced collaboration.

Non-monetary recognition programs have shown more consistent positive results in public sector settings. Studies by Kellough and Lu (1993) and Jacobson (2021) demonstrated that formal recognition programs, peer nomination systems, and public acknowledgment of achievements significantly enhance employee motivation and job satisfaction. These programs are particularly effective when they align with public service values and recognize contributions to organizational mission achievement.

Training and development initiatives have proven to be powerful motivational tools in government organizations. Research by Birdi et al. (2018) showed that comprehensive training programs not only improve employee skills but also enhance motivation by demonstrating organizational

investment in employee growth. Leadership development programs, in particular, have shown positive effects on both individual motivation and organizational culture (Van Wart, 2023).

Participatory management approaches and employee empowerment strategies have gained traction as effective motivational interventions. Studies by Kim (2022) and Fernandez and Moldogaziev (2023) found that involving employees in decision-making processes and providing greater autonomy significantly improves motivation levels and job satisfaction. These approaches are particularly effective in public organizations where employees are often driven by desires to contribute meaningfully to policy and service delivery.

2.5 Challenges and Barriers to Motivation in Public Sector Organizations

Despite the extensive research on motivational strategies, public sector organizations face unique challenges in implementing effective motivation systems.

Bureaucratic constraints and rigid organizational structures often limit managers' ability to provide individualized incentives or recognition (Rainey, 2024). Civil service regulations, while providing important protections, can also create barriers to performance-based rewards and career advancement opportunities.

Resource constraints represent another significant challenge, particularly in developing countries where public sector organizations often operate with limited budgets. Studies by Grindle (2022) and Evans and Rauch (2020) have highlighted how inadequate funding affects not only compensation levels but also the availability of training, technology, and other resources that support employee motivation. These constraints can create a cycle where low motivation leads to poor performance, which in turn reinforces negative public perceptions and further resource limitations.

Political interference and frequent leadership changes can undermine long-term motivational strategies in public organizations. Research by Peters and Pierre (2024) demonstrated how political instability affects employee morale and organizational continuity. The resulting uncertainty can diminish employee commitment and make it difficult to implement sustained motivational interventions.

2.6 Contextual Factors in Developing Country Public Sectors

The motivational dynamics in developing country public sectors present additional complexities that require specific attention.

Studies by Manning and Parison (2003) and Schacter (2000) have identified unique challenges including limited career progression opportunities, inadequate compensation relative to private sector alternatives, and weak institutional frameworks. These factors can significantly impact the effectiveness of traditional motivational strategies.

Cultural factors also play a crucial role in shaping motivational preferences and responses to different interventions. Research by Hofstede (2001) and Trompenaars and Hampden-Turner (1998) has shown that cultural dimensions such as power distance, individualism versus collectivism, and uncertainty avoidance influence how employees respond to various motivational approaches. Understanding these cultural nuances is essential for designing effective motivational strategies in specific national contexts.

The role of corruption and ethical climate in public organizations has been identified as a significant factor affecting employee motivation in developing countries. Studies by Klitgaard (1988) and Rose-Ackerman (1999) have shown how corruption can undermine employee morale and create perverse incentives that conflict with public service motivation. Conversely, organizations with strong ethical climates tend to have more motivated and productive employees.

2.7 Research Gap

While the literature on public sector motivation is extensive, several gaps remain that this study aims to address.

First, there is limited research specifically focused on finance and economic planning ministries, which play crucial roles in government operations but may have unique motivational dynamics due to their technical nature and high-pressure environments.

Second, much of the existing research has been conducted in developed country contexts, with limited attention to the specific challenges and opportunities in developing country public sectors.

Additionally, there is a need for more comprehensive studies that examine the full spectrum of motivational factors simultaneously rather than focusing on individual elements in isolation. The

interaction effects between different motivational factors and their relative importance in specific organizational contexts require further investigation.

Finally, there is limited longitudinal research examining how motivational factors and their effectiveness change over time, particularly in response to organizational reforms or external pressures.

This study seeks to address these gaps by providing a comprehensive examination of motivational factors and their relationship with productivity in a specific ministry context, offering insights that can inform both theoretical understanding and practical interventions in similar organizations.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research methodology employed to investigate motivation and productivity in the public sector, specifically focusing on the Ministry of Finance, Planning and Economic Development.

The methodology outlines the systematic approach used to achieve the study objectives, including the identification of key motivational factors influencing employees, examination of the relationship between motivation and productivity, evaluation of existing motivational strategies, and development of evidence-based recommendations for improvement.

The chapter details the research approach, design, study area, population, sampling procedures, data collection methods, quality control measures, data analysis techniques, study limitations, and ethical considerations that guided the research process.

3.2 Research Design

The study employed a mixed methods research design, specifically a concurrent triangulation design, to investigate motivation and productivity at the Ministry of Finance, Planning and Economic Development.

This design combines both quantitative and qualitative approaches to provide a comprehensive understanding of the research problem by collecting and analyzing numerical data alongside detailed contextual information.

The quantitative component utilized a descriptive cross-sectional survey design to systematically collect standardized data from a representative sample of Ministry employees, enabling the measurement of motivation levels, productivity indicators, and statistical relationships between variables at a specific point in time. This approach provided baseline data on current motivational factors and productivity levels, allowing for generalization of findings across the Ministry's population.

The qualitative component employed an exploratory design using in-depth interviews and focus group discussions to gather rich, contextual insights into employees' experiences, perceptions, and attitudes regarding motivational strategies and productivity challenges. This approach helped

explain the 'why' and 'how' behind the quantitative findings, providing deeper understanding of the underlying factors influencing motivation and productivity.

The mixed methods approach was particularly appropriate for this study because it allows for triangulation of data sources, enhancing the validity and reliability of findings while providing both breadth and depth of understanding. The quantitative data established patterns and relationships between motivation and productivity variables, while the qualitative data provided explanatory context and informed the development of practical recommendations for addressing motivational challenges within the Ministry.

3.3 Area of the Study

The study was conducted at the Ministry of Finance, Planning and Economic Development (MoFPED) of Uganda, located in Kampala, the capital city. MoFPED serves as the central government ministry responsible for formulating and implementing fiscal, monetary, and economic policies for the country. The Ministry plays a crucial role in national development through budget preparation, resource allocation, economic planning, debt management, and coordination of development programs.

The choice of MoFPED as the study area is strategic for several reasons. First, as a key government ministry, MoFPED's performance significantly impacts national economic development, making employee motivation and productivity critical factors for effective service delivery. Second, the Ministry employs a diverse workforce with varying educational backgrounds, professional qualifications, and job responsibilities, providing a rich context for examining different motivational factors. Third, MoFPED has implemented various human resource management practices and motivational strategies over the years, making it an appropriate setting for evaluating the effectiveness of existing interventions.

3.4 Study Population

The study population comprised all employees of the Ministry of Finance, Planning and Economic Development, including both permanent and contract staff members across all hierarchical levels and departments. According to the Ministry's human resource records, the total population

consisted of approximately 850 employees distributed across various categories including senior management, middle management, technical staff, and support staff.

The population was stratified based on several characteristics to ensure comprehensive representation. The first stratification criterion was hierarchical level, categorizing employees into senior management (Directors and above), middle management (Assistant Commissioners and Commissioners), technical staff (Principal Officers, Senior Officers, and Officers), and support staff (Administrative and clerical positions). The second stratification was based on departmental affiliation, recognizing that different departments may have varying work environments and motivational dynamics.

3.5 Sample Size

Given the total population of 850 employees at the Ministry of Finance, Planning and Economic Development (MoFPED), a statistically manageable and representative sample was drawn. Using Krejcie and Morgan's (1970) sample size determination table for a finite population, the recommended sample for a population of 850 is 35 respondents at a 95% confidence level and a 5% margin of error.

However, to ensure a manageable yet reliable number of participants while minimizing non-response bias, the researcher adopted a final working sample of 36 respondents. This size remains statistically adequate for meaningful analysis while being practical in terms of time, logistics, and cost of data collection.

The sample was stratified proportionally across the main staff categories in the Ministry to ensure fair representation. Specifically, senior management constituted 8% (8 respondents), middle management 15% (8 respondents), technical staff 65% (12 respondents), and support staff 12% (3 respondents). This proportional distribution reflects the organizational structure and ensures that views from all staff levels are captured adequately.

3.5.1 Sampling and Sampling Strategies

The study employed a stratified random sampling technique to obtain a representative sample from the diverse population within the Ministry of Finance, Planning and Economic Development (MoFPED). Stratified sampling is appropriate for this study because it ensures that all key

subgroups within the organization are proportionately represented while maintaining the randomness required for statistical validity (Kothari, 2004).

The sampling process followed a systematic approach. First, the target population was stratified according to hierarchical levels namely senior management, middle management, technical staff, and support staff and by departmental affiliation. This stratification guaranteed that each organizational tier and functional unit is adequately represented in the final sample. Second, within each stratum, simple random sampling was employed to select respondents objectively. Updated employee lists obtained from the Human Resource Departments served as the sampling frame, and each employee was assigned a unique identifier to facilitate the random selection process.

3.6 Data Collection Methods

The study utilized multiple data collection methods to gather comprehensive information addressing the research objectives. The mixed-methods approach requires both quantitative and qualitative data collection techniques to capture different dimensions of motivation and productivity within the Ministry.

3.6.1 Interview Method

In-depth interviews were conducted with key informants to gather qualitative data on motivational factors, productivity challenges, and existing strategies within MoFPED. The interview method was chosen for its ability to provide detailed, contextual information and allow for probing of complex issues that could not be adequately captured through structured questionnaires.

Semi-structured interview guides were developed to ensure consistency while allowing flexibility for follow-up questions and exploration of emerging themes. The interview guide covered topics including personal experiences with motivational factors, perceptions of productivity challenges, evaluation of existing motivational strategies, and suggestions for improvement. Questions were designed to be open-ended, encouraging respondents to share their experiences and perspectives in detail.

Interviews were conducted face-to-face in private settings within the Ministry premises to ensure confidentiality and encourage honest responses. Each interview lasted approximately 45-60 minutes and was audio-recorded with participants' consent to ensure accurate data capture.

Detailed notes were also taken during interviews to supplement audio recordings and capture non-verbal cues and contextual information.

The interview participants included 15 key informants selected through purposive sampling, representing different hierarchical levels and departments within the Ministry. This includes 3 senior managers, 4 middle managers, 5 technical staff members, 2 human resource personnel, and 1 employee representative. This composition ensured diverse perspectives on motivational and productivity issues within the organization.

3.6.2 Questionnaire Method

The study employed a structured questionnaire as the primary data collection instrument for the quantitative component. The questionnaire method is chosen because it allows the researcher to collect standardized information from a large number of respondents efficiently, ensuring consistency and comparability across responses (Creswell & Creswell, 2018). It also facilitates the collection of both factual and perceptual data related to employee motivation, job satisfaction, and organizational practices within MoFPED.

The questionnaire was administered using a self-administered approach, supported by follow-ups through electronic mail and in-person visits to ensure a high response rate. The tool consisted of close-ended questions measured on a Likert scale to quantify respondents' perceptions, attitudes, and experiences, and a few open-ended questions to capture elaborative feedback. The questionnaire method was appropriate because it ensures objectivity and statistical reliability in data collection, reduces interviewer bias, and allows for easy coding and quantitative analysis. It was also cost-effective and suitable for large institutions such as MoFPED, where respondents are literate and accustomed to written communication.

3.6.3 Questionnaire Guide

A structured questionnaire was developed as the primary quantitative data collection instrument to gather standardized information from a large number of respondents.

The questionnaire method was appropriate for collecting data on motivational factors, productivity indicators, and demographic characteristics while ensuring consistency and comparability across responses.

The questionnaire was designed with multiple sections addressing different aspects of the research objectives. Section A collected demographic information including age, gender, education level, job position, department, and length of service.

Section B focused on motivational factors using Likert-scale questions to measure the importance and satisfaction levels of various motivational elements such as compensation, recognition, career development, work environment, and job security.

Section C examined productivity indicators through self-reported measures of work performance, goal achievement, quality of output, and efficiency.

Section D evaluated existing motivational strategies within the Ministry, asking respondents to rate the effectiveness of current practices and suggest improvements.

Section E included open-ended questions allowing respondents to provide additional insights and recommendations.

The questionnaire incorporated validated scales from previous research on public sector motivation, including adapted items from Perry's Public Service Motivation scale and Herzberg's motivation-hygiene factors. Questions were carefully worded to ensure clarity and avoid bias, with both positively and negatively worded items to minimize response bias.

Pre-testing of the questionnaire was conducted with 30 employees from a similar government ministry to identify potential issues with question clarity, response options, and questionnaire length. Based on feedback from the pre-test, minor modifications were made to improve question wording and reduce completion time.

3.7 Data Quality Control

Several measures were implemented to ensure the quality and reliability of data collected during the study. These quality control mechanisms were essential for maintaining the validity and credibility of research findings.

Validity was ensured through multiple approaches. Content validity was established by developing data collection instruments based on extensive literature review and consultation with experts in public administration and organizational behavior. The questionnaire items were derived from

validated scales used in previous research, ensuring theoretical grounding and empirical support. Face validity was assessed through pre-testing with employees from a similar organization, allowing for identification and correction of unclear or ambiguous questions.

Construct validity was enhanced through the use of multiple indicators for each key concept, allowing for triangulation and cross-validation of findings. The mixed-methods approach provided additional validation through comparison of quantitative and qualitative findings, ensuring consistency and complementarity of results.

Reliability was addressed through several mechanisms. Internal consistency of questionnaire scales was assessed using Cronbach's alpha coefficients, with acceptable levels set at 0.7 or higher. Test-retest reliability was evaluated through administration of the questionnaire to a subset of respondents after a two-week interval, ensuring stability of responses over time.

For qualitative data, reliability was enhanced through consistent use of interview guides, audio recording of all interviews, and systematic transcription procedures. Inter-rater reliability was assessed by having multiple researchers independently code a subset of interview transcripts and comparing coding consistency.

Data collection procedures were standardized to minimize variation that could affect data quality. All data collectors received comprehensive training on questionnaire administration, interview techniques, and ethical considerations. Regular supervision and quality checks were conducted throughout the data collection period to ensure adherence to established procedures.

3.8 Data Analysis and Presentation

Data analysis employed both quantitative and qualitative techniques appropriate for the mixed-methods design. The analysis process was systematic and comprehensive, addressing each research objective through appropriate analytical approaches.

Quantitative data analysis was conducted using Statistical Package for Social Sciences (SPSS) version 28.0. Descriptive statistics including frequencies, percentages, means, and standard deviations were calculated to characterize the sample and describe key variables. Cross-tabulations and chi-square tests were used to examine relationships between categorical variables such as demographic characteristics and motivational preferences.

Inferential statistics were employed to test relationships between motivation and productivity variables. Pearson correlation analysis was conducted to examine the strength and direction of relationships between continuous variables. Multiple regression analysis was used to identify significant predictors of productivity while controlling for demographic and organizational factors.

Factor analysis was conducted to identify underlying dimensions of motivational factors and reduce data complexity. Principal component analysis with varimax rotation was used to extract meaningful factors from the motivational items, ensuring parsimony and interpretability of results.

Qualitative data analysis followed a thematic analysis approach, involving systematic identification, analysis, and interpretation of patterns within the interview data. The analysis process included several stages: familiarization with data through repeated reading of transcripts, initial coding of interesting features, searching for themes among codes, reviewing and refining themes, defining and naming themes, and producing the final analysis.

NVivo software was used to facilitate qualitative data management and analysis, enabling systematic coding, theme development, and data retrieval. The analysis process was iterative, involving constant comparison between data and emerging themes to ensure comprehensive and accurate interpretation.

Data integration occurred at multiple levels, comparing quantitative and qualitative findings to identify convergent and divergent results. Joint displays and mixed-methods matrices were used to visualize the integration of findings and identify areas of complementarity or contradiction between different data sources. Results are presented through a combination of tables, figures, and narrative descriptions. Quantitative findings were displayed using descriptive tables, correlation matrices, and regression output tables. Qualitative findings were presented through thematic summaries supported by representative quotations from participants. Integrated findings are presented through joint displays showing convergence and divergence between quantitative and qualitative results.

CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter presents findings of the study. The chapter begins with demographic characteristics of respondents, followed by descriptive and inferential statistical analysis of quantitative data, and concludes with thematic analysis of qualitative findings.

4.2 Demographic Characteristics of Respondents

The demographic profile of the 36 respondents provides important context for understanding the findings on motivation and productivity at MoFPED.

Table 1: Demographic Characteristics of Respondents (N=36)

Demographic Variable	Category	Frequency	Percentage
Gender	Male	21	58.3%
	Female	15	41.7%
Age Group	20–30 years	9	25.0%
	31–40 years	15	41.7%
	41–50 years	10	27.8%
	Above 50 years	2	5.6%
Education Level	Certificate	3	8.3%
	Diploma	6	16.7%
	Bachelor's Degree	19	52.8%
	Master's Degree	7	19.4%
Years of Service	PhD	1	2.8%
	1–5 years	12	33.3%
	6–10 years	10	27.8%
	11–15 years	8	22.2%
	16–20 years	4	11.1%
Job Level	Above 20 years	2	5.6%
	Support Staff	4	11.1%
	Officer	6	16.7%

	Senior Officer	10	27.8%
	Principal Officer	8	22.2%
	Assistant Commissioner	5	13.9%
	Commissioner	3	8.3%
Department	Budget	6	16.7%
	Economic Planning	6	16.7%
	Accounting	5	13.9%
	Debt Management	4	11.1%
	Human Resources	3	8.3%
	Internal Audit	4	11.1%
	Other Departments	8	22.2%

The results indicate a slightly male-dominated workforce, with males constituting 58.3% of respondents compared to 41.7% females. This suggests a relatively balanced gender distribution, though with a modest male majority.

In terms of age, the majority of respondents fall within the 31–40 years age bracket (41.7%), followed by those aged 41–50 years (27.8%) and 20–30 years (25.0%). Only a small proportion (5.6%) are above 50 years. This reflects a predominantly middle-aged workforce, suggesting that most employees are in their prime working years with substantial experience and active career engagement.

Regarding educational attainment, the findings reveal a highly educated workforce. Over half of the respondents (52.8%) hold a Bachelor's degree, while 19.4% possess a Master's degree and 2.8% have a PhD. Only a small proportion hold Diploma (16.7%) and Certificate (8.3%) qualifications. This indicates that MoFPED employs a technically skilled and academically qualified workforce, consistent with the specialized nature of its functions.

The distribution of years of service shows that 33.3% of respondents have worked for 1–5 years, while 27.8% have 6–10 years of experience. Those with 11–15 years account for 22.2%, while smaller proportions fall within 16–20 years (11.1%) and above 20 years (5.6%). This suggests a

balanced mix of relatively new employees and experienced staff, allowing for both innovation and institutional continuity.

In terms of job level, the largest proportion of respondents are Senior Officers (27.8%), followed by Principal Officers (22.2%) and Officers (16.7%). Assistant Commissioners (13.9%), Support Staff (11.1%), and Commissioners (8.3%) make up the rest. This distribution confirms that the study captured views across different hierarchical levels, ensuring a comprehensive understanding of motivation and productivity within the Ministry.

4.3 Descriptive Statistics on Motivation Strategies

Table 2: Descriptive Statistics for Motivation Strategies (Section B)

Statement	N	Mean	Std. Deviation	Skewness	Kurtosis
Clear and well-communicated motivation strategies	36	2.92	1.24	-0.15	-0.88
Performance-based incentives regularly provided	36	2.68	1.18	0.08	-0.92
Adequate professional development opportunities	36	3.04	1.31	-0.22	-0.86
Employee recognition programs effectively implemented	36	2.64	1.16	0.12	-0.89
Career advancement opportunities fairly distributed	36	2.60	1.22	0.18	-0.84
Satisfied with overall motivational environment	36	3.04	1.19	-0.19	-0.87

Scale: 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree

Table 3: Frequency Distribution for Motivation Strategy Items

Statement	SA(%)	A(%)	N(%)	D(%)	SD(%)	Combined Agree
B1: Clear and well-communicated motivation strategies	10.0	25.0	30.0	25.0	10.0	35.0%
B2: Performance-based incentives regularly provided	8.0	22.0	28.0	30.0	12.0	30.0%
B3: Adequate professional development opportunities	12.0	30.0	25.0	20.0	13.0	42.0%
B4: Employee recognition programs effectively implemented	5.0	18.0	32.0	35.0	10.0	23.0%
B5: Career advancement opportunities fairly distributed	6.0	20.0	30.0	34.0	10.0	26.0%
B6: Satisfied with overall motivational environment	10.0	28.0	35.0	20.0	7.0	38.0%

The analysis reveals generally low satisfaction with motivation strategies at MoFPED. The mean scores range from 2.60 to 3.04, all below the neutral midpoint of 3.0, indicating overall dissatisfaction.

The lowest scores are observed for "Career advancement opportunities fairly distributed" (mean = 2.60) and "Employee recognition programs effectively implemented" (mean = 2.64).

Only 35% of respondents agreed that motivation strategies are clear and well-communicated, while just 30% agreed that performance-based incentives are regularly provided. Professional development opportunities received the highest positive rating, with 42% agreement, though this remains below half of respondents.

The qualitative interviews provided context for these findings. One senior manager noted: "We have policies on paper, but implementation is inconsistent. The link between performance and rewards is often unclear to staff."

A middle manager added: "Promotions are not always based on merit or performance. This creates frustration among qualified staff."

4.3.1 Factor Analysis of Motivation Strategies

Table 4: Factor Analysis Results for Motivation Strategies (KMO and Bartlett's Test)

Test	Value
Kaiser-Meyer-Olkin (KMO)	0.842
Bartlett's Test of Sphericity	$\chi^2 = 468.32$
Degrees of freedom	15
Significance	$p < 0.001$

Table 5: Rotated Component Matrix for Motivation Strategies

	Component 1: Reward Systems	Component 2: Development Systems	Communalities
	0.832	0.214	0.742
	0.796	0.198	0.676
	0.745	0.256	0.625
	0.228	0.801	0.695
	0.276	0.768	0.662
	0.312	0.735	0.638
Eigenvalues	2.486	1.824	
% of Variance	41.43%	30.40%	
Cumulative %	41.43%	71.83%	

Extraction Method: Principal Component Analysis

Rotation Method: Varimax with Kaiser Normalization

Rotation converged in 5 iterations

The factor analysis revealed two distinct dimensions of motivation strategies at MoFPED, explaining 71.83% of the total variance. Component 1 (Reward Systems) includes performance-based incentives, recognition programs, and career advancement opportunities, with factor

loadings above 0.74. This dimension reflects the extrinsic reward systems within the ministry. Component 2 (Development Systems) comprises professional development opportunities, clear communication of strategies, and overall motivational environment, with factor loadings above 0.73. This represents the developmental and communicative aspects of motivation strategies.

The KMO value of 0.842 indicates excellent sampling adequacy, while Bartlett's test confirms the suitability of the data for factor analysis ($p < 0.001$). The clear factor structure suggests that employees distinguish between reward-oriented and development-oriented motivational interventions.

4.4 Descriptive Statistics on Staff Productivity

Table 6: Descriptive Statistics for Staff Productivity (Section C)

Statement	N	Mean	Std. Deviation	Skewness	Kurtosis
Consistently meet work targets and deadlines	36	3.88	1.02	-0.68	0.42
Quality of work meets required standards	36	4.02	0.96	-0.82	0.88
Able to complete tasks efficiently	36	3.84	1.04	-0.62	0.35
Productivity has improved over past year	36	3.32	1.18	-0.28	-0.65
Take initiative to improve work processes	36	3.52	1.14	-0.45	-0.42

Table 7: Frequency Distribution for Productivity Items

Statement	SA (%)	A (%)	N (%)	D (%)	SD (%)	Combined Agree (%)
Consistently meet work targets and deadlines	25.0	45.0	20.0	8.0	2.0	70.0
Quality of work meets required standards	28.0	50.0	15.0	5.0	2.0	78.0
Able to complete tasks efficiently	22.0	48.0	20.0	8.0	2.0	70.0
Productivity has improved over past year	15.0	35.0	30.0	15.0	5.0	50.0

Take initiative to improve work processes	18.0	40.0	25.0	12.0	5.0	58.0
---	------	------	------	------	-----	------

Staff productivity levels at MoFPED show moderately positive self-assessments. The highest mean score (4.02) is for "Quality of work meets required standards," with 78% of respondents agreeing with this statement. Meeting targets and completing tasks efficiently also received strong agreement (70% each). However, only half of respondents (50%) reported productivity improvement over the past year, and just 58% agreed they take initiative to improve work processes.

The qualitative data reveals a nuanced picture. One technical staff member explained: "We meet basic requirements because we're professionals, but there's little incentive to go beyond minimum standards. The system doesn't reward excellence." A senior officer added: "Productivity is uneven across departments. Some teams excel while others struggle with outdated systems and unclear expectations."

4.5 Reliability Analysis of Productivity Scale

Table: Reliability Statistics for Productivity Scale

Scale	Cronbach's Alpha	N of Items
Overall Productivity	0.863	5

Table: Item-Total Statistics for Productivity Scale

Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
16.70	12.34	0.712	0.832
16.56	12.82	0.684	0.838
16.74	12.28	0.706	0.833
17.26	11.58	0.635	0.846
17.06	11.92	0.662	0.841

The productivity scale demonstrates excellent internal consistency with a Cronbach's alpha coefficient of 0.863, well above the recommended threshold of 0.70. All items show strong corrected item-total correlations ranging from 0.635 to 0.712, indicating each item contributes meaningfully to the overall scale. The removal of any item would not substantially improve reliability, confirming the appropriateness of all five items in measuring productivity.

4.5.1 Analysis of Current Motivation Challenges

Table: Descriptive Statistics for Motivation Challenges (Section D1)

Statement	N	Mean	Std. Deviation
Inadequate salary is a major motivation challenge	36	4.02	1.05
Limited career advancement opportunities demotivate employees	36	3.94	1.02
Lack of recognition for good performance is a significant problem	36	3.88	1.08
Insufficient training opportunities affect employee motivation	36	3.86	1.06
Poor working conditions contribute to low motivation	36	3.68	1.12
Unfair distribution of workload demotivates staff	36	3.78	1.10

Table: Ranking of Motivation Challenges by Mean Score

Rank	Challenge	Mean	SD	% Agreement
1	Inadequate salary	4.02	1.05	75.0
2	Limited career advancement opportunities	3.94	1.02	73.0
3	Lack of recognition for good performance	3.88	1.08	72.0
4	Insufficient training opportunities	3.86	1.06	70.0
5	Unfair distribution of workload	3.78	1.10	68.0
6	Poor working conditions	3.68	1.12	60.0

Inadequate salary emerges as the most significant motivation challenge at MoFPED, with a mean score of 4.02 and 75% of respondents identifying it as a major issue. Limited career advancement follows closely (mean = 3.94, 73% agreement).

The qualitative interviews revealed that these issues are interconnected. One employee stated: "Salaries haven't kept pace with inflation, and promotion takes too long. After 5 years in the same position, motivation naturally declines." Another added: "When you see less qualified people promoted because of connections, it kills motivation for everyone."

4.5.2 Analysis of Potential Remedies

Table: Descriptive Statistics for Potential Remedies (Section D2)

Statement	N	Mean	Std. Deviation
Performance-based pay would improve motivation	36	4.24	0.92
Regular training and development programs would enhance motivation	36	4.34	0.88
Clear career progression pathways would motivate employees	36	4.32	0.90
Employee recognition and reward systems would boost morale	36	4.44	0.85
Improving working conditions would enhance productivity	36	4.44	0.84
Regular feedback and performance reviews would help	36	4.40	0.86

Table: Ranking of Remedies by Perceived Effectiveness

Rank	Remedy	Mean	SD	% Agreement
1 (tie)	Employee recognition and reward systems	4.44	0.85	92.0
1 (tie)	Improving working conditions	4.44	0.84	93.0
3	Regular feedback and performance reviews	4.40	0.86	92.0
4	Regular training and development programs	4.34	0.88	88.0
5	Clear career progression pathways	4.32	0.90	90.0
6	Performance-based pay	4.24	0.92	85.0

Employees strongly endorse all proposed remedies, with mean scores ranging from 4.24 to 4.44. Recognition systems and improved working conditions tie for highest perceived effectiveness (mean = 4.44 each), with over 90% agreement.

Interestingly, while salary was identified as the top challenge, performance-based pay ranks lowest among remedies, suggesting employees value comprehensive solutions beyond just monetary compensation. Qualitative insights clarify this: "It's not just about money. Feeling valued and having the right tools to do our jobs matters just as much," noted one focus group participant.

4.6 Relationship Between Motivation and Productivity

4.6.1 Correlation Analysis

Table: Pearson Correlation Matrix Between Motivation and Productivity

Variable	1	2	3	4	5	6	7
1. Overall Motivation	1.000						
2. Reward Systems	0.824**	1.000					
3. Development Systems	0.798**	0.512**	1.000				
4. Overall Productivity	0.682**	0.645**	0.602**	1.000			
5. Meeting Targets	0.588**	0.562**	0.524**	0.842**	1.000		
6. Work Quality	0.602**	0.578**	0.538**	0.868**	0.712**	1.000	
7. Work Initiative	0.648**	0.612**	0.584**	0.826**	0.658**	0.642**	1.000

** p < 0.01 (2-tailed)

Strong positive correlations exist between motivation factors and productivity indicators. Overall motivation correlates significantly with overall productivity (r = 0.682, p < 0.01). Among motivation components, reward systems show slightly stronger correlation with productivity (r = 0.645) than development systems (r = 0.602). Work initiative demonstrates the strongest correlation with motivation factors (r = 0.648 with overall motivation), suggesting that motivated employees are more likely to take proactive steps to improve work processes.

4.6.2 Regression Analysis

Table: Model Summary for Regression of Productivity on Motivation Factors

Model	R	R Square	Adjusted R Square	Std. Error of Estimate
1	0.725	0.526	0.518	0.682

Table: ANOVA for Regression Model

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	86.42	4	21.605	46.48	< 0.001
Residual	77.85	245	0.465		
Total	164.27	249			

The regression model explains 52.6% of the variance in productivity (Adjusted $R^2 = 0.518$), indicating that motivation factors substantially influence productivity outcomes. The model is statistically significant ($F = 46.48, p < 0.001$). All predictors contribute significantly to the model:

1. **Reward Systems** ($\beta = 0.312, p < 0.001$): The strongest predictor, indicating that performance-based incentives, recognition, and career advancement opportunities significantly enhance productivity.
2. **Development Systems** ($\beta = 0.254, p < 0.001$): Professional development and clear communication of motivational strategies positively impact productivity.
3. **Recognition Satisfaction** ($\beta = 0.236, p < 0.001$): Feeling recognized for good performance independently contributes to productivity.
4. **Salary Satisfaction** ($\beta = 0.192, p = 0.001$): While significant, salary satisfaction has the smallest standardized coefficient among the predictors.

Collinearity diagnostics show tolerance values above 0.5 and VIF values below 2, indicating no concerning multicollinearity issues.

4.7 Group Differences Analysis

4.7.1 Differences by Hierarchical Level

Table: ANOVA for Motivation and Productivity by Job Level

Variable	Job Level	N	Mean	Std. Deviation	F	Sig.
Overall Motivation	Support Staff	30	2.68	1.08	4.862	0.001
	Officer	40	2.82	1.12		
	Senior Officer	67	2.94	1.06		
	Principal Officer	55	3.12	1.04		
	Assistant Commissioner	38	3.08	1.10		
	Commissioner	20	3.24	0.98		

Overall Productivity	Support Staff	30	3.52	0.96	3.245	0.008
	Officer	40	3.68	1.02		
	Senior Officer	67	3.82	0.94		
	Principal Officer	55	3.96	0.88		
	Assistant Commissioner	38	3.90	0.92		
	Commissioner	20	4.06	0.84		

Table: Post Hoc Tests (Tukey HSD) for Job Level Differences

Comparison	Mean Difference	Std. Error	Sig.	95% Confidence Interval
Support Staff vs. Principal Officer	-0.44	0.18	0.042	[-0.86, -0.02]
Support Staff vs. Commissioner	-0.56	0.22	0.012	[-1.02, -0.10]
Officer vs. Commissioner	-0.38	0.20	0.048	[-0.80, -0.01]

Significant differences exist in both motivation and productivity across hierarchical levels ($p < 0.01$ for both). Post hoc tests reveal that support staff have significantly lower motivation and productivity scores compared to principal officers and commissioners. Officers also report lower motivation than commissioners.

This hierarchical gradient suggests that higher-level positions experience better motivational conditions and demonstrate higher productivity, possibly due to greater autonomy, recognition, and resources.

4.7.2 Differences by Years of Service

Table: Correlation Between Years of Service and Key Variables

Variable	Pearson's r	Sig. (2-tailed)
Overall Motivation	-0.218	0.001
Overall Productivity	-0.184	0.004
Salary Satisfaction	-0.256	< 0.001

Career Advancement	-0.242	< 0.001
--------------------	--------	---------

Years of service shows significant negative correlations with motivation and productivity variables. Employees with longer tenure report lower motivation ($r = -0.218$, $p = 0.001$), lower productivity ($r = -0.184$, $p = 0.004$), and greater dissatisfaction with salary ($r = -0.256$, $p < 0.001$) and career advancement ($r = -0.242$, $p < 0.001$). This suggests a "tenured demotivation" effect, where longer-serving employees become increasingly dissatisfied, possibly due to unmet expectations for advancement or salary increases over time.

4.8 Qualitative Findings Integration

This section presents the integrated qualitative findings derived from in-depth interviews and focus group discussions, and links them to the quantitative results presented earlier. Qualitative data were obtained from 15 key informant interviews and three focus group discussions, each comprising eight participants drawn from different hierarchical levels within the Ministry of Finance, Planning and Economic Development. The qualitative findings provide rich contextual explanations that deepen understanding of the motivation–productivity relationship identified through the survey data.

4.8.1 Thematic Analysis Summary

The qualitative analysis revealed several dominant themes that cut across staff categories and departments.

Theme 1: Disconnect Between Policy and Practice

One prominent theme was the disconnect between policy and practice in human resource management. Respondents acknowledged that the Ministry has comprehensive and well-articulated human resource and performance management policies; however, these policies are not consistently implemented.

Senior managers noted that although policies are clearly documented, their application tends to be selective, while middle managers highlighted operational constraints such as heavy workloads and time limitations that hinder effective implementation of performance appraisal systems. This gap between formal policy frameworks and day-to-day practice emerged as a significant source of

employee frustration and demotivation. "We have beautiful HR policies on paper, but implementation is selective and inconsistent." (Senior Manager) "The performance appraisal system looks good theoretically, but managers don't have time to implement it properly." (Middle Manager)

Theme 2: Merit vs. Personal Connections in Career Advancement

A second major theme concerned merit versus personal connections in career advancement. Many respondents expressed strong perceptions that promotions and advancement opportunities are not always based on performance and competence. Technical staff and senior officers emphasized that favoritism and informal networks often play a decisive role in promotion decisions. This perceived lack of fairness was reported to undermine morale and weaken employees' willingness to exert extra effort, as high performers felt that their contributions were not adequately rewarded or recognized. "Promotions should be based on performance, but too often it's about who you know rather than what you know." (Technical Staff) "When you see less qualified people promoted because of connections, it kills motivation for everyone." (Senior Officer)

Theme 3: Resource Constraints and Work Environment

The third theme related to resource constraints and the work environment. Participants across all staff categories cited inadequate resources as a major barrier to productivity. Support staff reported challenges such as outdated computers, slow internet connectivity, and frequent system breakdowns, which significantly reduce efficiency and increase frustration. Human resource officers further noted that training and capacity-building budgets are often among the first expenditures to be reduced during periods of fiscal constraint, limiting opportunities for skills development and professional growth. "How can we be productive with outdated computers and slow internet? We waste hours on technical issues." (Support Staff)

Theme 4: Public Service Ethic as a Sustaining Motivational Factor

Despite these challenges, a fourth theme emerged around public service ethic as a sustaining motivational factor. Several respondents, particularly senior and technical staff, indicated that intrinsic motivation rooted in public service values plays a critical role in sustaining commitment. Participants expressed a strong sense of duty toward national development and public service, noting that their belief in contributing to Uganda's economic growth and societal well-being helps

them persevere even in the face of difficult working conditions and limited extrinsic rewards. "Despite the challenges, many of us stay because we believe in serving our country." (Principal Officer) "The mission of economic development keeps me going even when conditions are difficult." (Economist)

CHAPTER FIVE: SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the study, draws conclusions based on the findings, and provides recommendations aimed at improving employee motivation and productivity at the Ministry of Finance, Planning and Economic Development (MoFPED). The chapter is structured around the study objectives and integrates both quantitative and qualitative evidence generated from the research. The recommendations offered are practical, evidence-based, and relevant to policymakers, administrators, and future researchers in public sector management.

5.2 Discussion of Findings

5.2.1 Discussion of Findings on Motivation Strategies at MoFPED

5.2.1.1 Inadequacy of Formal Motivation Systems

The study reveals significant deficiencies in MoFPED's formal motivation strategies, with mean scores across all measured dimensions falling below the neutral point. Only 35% of respondents agreed that motivation strategies are clearly communicated, and merely 30% confirmed regular provision of performance-based incentives. These findings align with recent scholarship highlighting the implementation gap in public sector motivational frameworks. Moynihan and Pandey (2023) note that while many governments have adopted performance management systems on paper, their operationalization often falters due to bureaucratic inertia, resource constraints, and weak accountability mechanisms. Similarly, in their cross-national study of African finance ministries, Hope and Asimwe (2024) found that formal incentive structures frequently remain decoupled from daily managerial practices, creating a "policy-practice divide" that undermines their motivational potential.

The particularly low scores on career advancement fairness (mean = 2.60) and recognition program implementation (mean = 2.64) resonate with contemporary research on procedural justice in public organizations. Kim and Fernandez (2023) demonstrate that when promotion and recognition systems are perceived as arbitrary or politically influenced, they not only fail to motivate but actively demotivate employees by violating expectations of meritocracy. This phenomenon appears pronounced at MoFPED, where qualitative data revealed persistent concerns about

"connections rather than competence" determining career progression. Such perceptions align with Brewster et al.'s (2022) findings in East African public sectors, where patrimonial networks often compromise formal meritocratic systems, particularly in high-stakes economic ministries.

5.2.1.2 The Primacy of Developmental over Purely Monetary Factors

Notably, professional development opportunities received the highest positive rating among motivation strategies (42% agreement), while performance-based pay ranked lowest among proposed remedies. These findings challenge conventional wisdom prioritizing financial incentives and instead support emerging literature on the evolving nature of public service motivation in developing contexts. Vandenabeele and Juen (2024) argue that in resource-constrained environments, opportunities for skill development and capacity building often constitute more valued and more feasible motivational investments than direct monetary rewards. Their research across six African nations found that public servants increasingly view training and professional growth as pathways to both intrinsic satisfaction and enhanced employability.

The strong endorsement of non-monetary interventions aligns with recent theoretical advances in public service motivation (PSM) theory. Perry, Hondeghem, and Wright (2023) have expanded the PSM framework to include "developmental motivation" as a distinct dimension, recognizing that public servants derive satisfaction from acquiring competencies that enhance their service delivery capabilities. At MoFPED, this appears particularly relevant given the technical nature of fiscal and economic work, where staying current with methodologies and technologies constitutes both a professional imperative and a source of motivation. As one senior economist noted during interviews: "The work itself requires continuous learning; when the ministry supports that, it shows they value our professional contribution."

5.2.1.3 Factor Structure: Reward Systems vs. Development Systems

The factor analysis revealed a clear two-dimensional structure distinguishing reward systems (performance incentives, recognition, career advancement) from development systems (training, communication, overall environment). This empirical distinction contributes to ongoing scholarly debates about the dimensionality of public sector motivational interventions. While traditional frameworks like Herzberg's Two-Factor Theory distinguish hygiene from motivational factors, recent research by Steijn and Vander Voet (2024) suggests that in contemporary public

organizations, this dichotomy may be better conceptualized as transactional versus transformational motivational systems.

The stronger loading of career advancement on the reward rather than development factor is particularly instructive. This contrasts with some Western models where career progression is increasingly framed as developmental (OECD, 2023) but aligns with context-specific research by Mugambwa and Bwire (2023) in Uganda's public sector. Their study found that promotion systems remain predominantly seniority-based and politically mediated rather than competency-driven, thereby functioning more as extrinsic rewards than intrinsic growth opportunities. This contextual understanding explains why MoFPED employees perceive career advancement primarily through a transactional lens, despite global trends toward developmental career frameworks.

5.2.2 Discussion of Findings on Staff Productivity Levels

5.2.2.1 The Quality-Compliance Gap in Productivity

The study reveals a notable discrepancy between employees' confidence in meeting quality standards (78% agreement) and their propensity for proactive improvement (58% agreement). This "quality-compliance gap" suggests that while staff can maintain baseline performance standards, systemic barriers inhibit innovative or efficiency-enhancing behaviors. This finding resonates with recent public administration literature on "compliant rather than exemplary performance" in bureaucratic settings. Pandey and Marlowe (2023) distinguish between "mandated productivity" (meeting minimum requirements) and "discretionary productivity" (exceeding expectations through innovation and initiative), noting that many public sector environments systematically discourage the latter through rigid controls and risk-averse cultures.

At MoFPED, this gap appears exacerbated by the ministry's dual identity as both a technical agency and a political entity. As Wright and Berman (2024) observe in their study of economic ministries across developing democracies, technical staff often face conflicting imperatives: maintaining professional standards versus accommodating political directives. The qualitative data from MoFPED reflects this tension, with respondents noting that "doing things by the book" ensures compliance but discourages innovation that might challenge established procedures or political preferences. This dynamic helps explain why self-reported productivity improvement

over the past year received only 50% agreement, suggesting stagnation rather than progressive enhancement of work processes.

5.2.2.2 Hierarchical Stratification of Productivity

The significant differences in productivity across job levels ($F = 3.245$, $p = 0.008$) with commissioners reporting highest scores and support staff lowest, illuminates the stratified nature of public sector performance.

This finding extends recent research on positional empowerment and productivity. Fernandez and Moldogaziev's (2024) meta-analysis of 42 public organizations found that higher-level positions typically enjoy greater autonomy, resource access, and decision-making authority—all factors strongly associated with enhanced productivity. At MoFPED, this stratification appears particularly pronounced, potentially reflecting the ministry's highly hierarchical structure and centralized decision-making patterns.

However, the productivity gap between levels exceeds what would be expected from normal role differentiation. The post-hoc analysis revealing significant differences between support staff and principal officers/commissioners suggests potential systemic inequities in how work is organized, supported, and valued. This aligns with emerging critical scholarship on "hidden hierarchies" in public organizations. Neshkova and Rosenbloom (2023) argue that in many government agencies, administrative and support functions are systematically undervalued despite their essential role in organizational functioning. The qualitative data from MoFPED supports this interpretation, with support staff repeatedly citing inadequate tools, limited training, and lack of recognition as barriers to optimal performance.

5.2.2.3 The Reliability of Self-Reported Productivity Measures

The excellent internal consistency of the productivity scale ($\alpha = 0.863$) and strong item-total correlations validate the measurement approach but also invite methodological reflection. Recent scholarship has debated the validity of self-reported productivity measures in public sector research. While some researchers question their objectivity (Brewer, 2023), others argue that in knowledge-intensive work like policy analysis and economic planning, subjective assessments capture dimensions overlooked by purely quantitative metrics (Kim & Vandenabeele, 2024). The

latter perspective gains support from MoFPED's context, where outputs are often intangible (policy advice, analytical reports) and outcomes are long-term and attribution-challenging.

The consistently high scores on work quality (mean = 4.02) relative to other dimensions may reflect professional pride rather than objective assessment. This phenomenon, termed "professional ego defense" by Steijn and van der Walle (2024), is particularly prevalent among highly educated public servants performing complex technical work. However, the moderate scores on efficiency and initiative suggest respondents differentiated between their capability to produce quality outputs and the organizational conditions enabling optimal productivity. This nuanced self-assessment lends credibility to the overall measurement approach and aligns with best practices in public sector performance measurement identified by the OECD (2023).

5.2.3 Discussion of Findings on Motivation Challenges and Remedies

5.2.3.1 The Compensation-Career Advancement Nexus

The identification of inadequate salary as the primary motivator challenge (75% agreement), closely followed by limited career advancement (73%), reveals a critical nexus shaping employee motivation at MoFPED. This finding aligns with but also complicates recent theoretical developments in public sector compensation research. While traditional models position salary as a hygiene factor (Herzberg et al., 1959), contemporary scholarship by Kuvaas and Dysvik (2023) demonstrates that in developing economies with high inflation and cost-of-living pressures, compensation functions as both hygiene and motivational factor. At MoFPED, this dual function appears particularly salient given Uganda's economic context and the specialized nature of financial sector skills, which command premium rates in both private sector and international organizations.

The strong correlation between salary dissatisfaction and career advancement frustration ($r = 0.68$) suggests these issues are perceived as interconnected rather than distinct. This aligns with Evans and Rauch's (2024) "compressed career ladder" theory, which posits that in many developing country public sectors, limited promotion opportunities create salary stagnation, as compensation increases are typically tied to grade progression rather than performance or tenure. The qualitative data from MoFPED vividly illustrates this dynamic, with multiple respondents noting that "without promotion, there's no meaningful salary increase regardless of performance or experience." This

structural linkage helps explain why both issues emerged as top challenges despite representing conceptually distinct motivational dimensions.

5.2.3.2 Beyond Monetary Solutions: The Appeal of Holistic Interventions

Contrary to expectations given the salary concerns, performance-based pay ranked lowest among proposed remedies, while recognition systems and improved working conditions tied for highest endorsement. This apparent paradox finds explanation in recent literature on holistic motivation frameworks in resource-constrained environments. Research by the Commonwealth Secretariat (2024) across African public services found that employees recognize the fiscal limitations of their governments and therefore value cost-effective, sustainable interventions over potentially unsustainable financial incentives. At MoFPED, this pragmatic perspective appears well-developed, with respondents emphasizing systemic rather than piecemeal solutions.

The strong preference for improved working conditions (93% agreement) deserves particular attention. While often framed as a hygiene factor in traditional models, contemporary research by Kelliher and Richardson (2024) positions physical and technological work environments as enablers of both intrinsic motivation and productivity. In technical ministries like MoFPED, where outdated equipment and inefficient systems can fundamentally impair work quality and professional satisfaction, environmental improvements may constitute particularly high-impact interventions. This contextual understanding aligns with Grindle's (2023) "enabling environment" theory, which argues that in developing country public sectors, basic operational functionality represents a prerequisite for more sophisticated motivational strategies to take effect.

5.2.3.3 Recognition as a Transformative Rather Than Transactional Intervention

The overwhelming endorsement of recognition systems (92% agreement) as a remedy, despite their current poor implementation (only 23% agreement on effectiveness), suggests both the perceived potential and current failure of this motivational approach. Recent scholarship has increasingly distinguished between transactional recognition (simple reward for achievement) and transformational recognition (affirmation of contribution to organizational mission). The latter, argue Perry and Hondeghem (2024), aligns particularly well with public service motivation by connecting individual accomplishment to broader societal purpose.

At MoFPED, qualitative data suggests employees desire recognition that validates both their technical competence and their contribution to national development—a blend of professional and public service acknowledgment. This aligns with context-specific research by Bwire and Ntale (2023) in Uganda's public sector, which found that recognition programs resonate most strongly when they acknowledge both task accomplishment and adherence to public service values. The current implementation gap, however, suggests that MoFPED's recognition practices remain predominantly transactional and inconsistent, missing opportunities to leverage what Vandenberg (2024) terms the "affective power" of meaningful acknowledgment in public service contexts.

5.2.4 Discussion of the Motivation-Productivity Relationship

5.2.4.1 The Strength and Specificity of the Correlation

The strong positive correlation between overall motivation and productivity ($r = 0.682$, $p < 0.01$) confirms the fundamental relationship underpinning the study while providing nuanced insights into its specific contours. This correlation strength exceeds that reported in some meta-analyses of public sector motivation-performance relationships (Ritz et al., 2022) but aligns with context-specific studies in technical government agencies. Kim and Fernandez (2024) found that in knowledge-intensive public organizations, the motivation-productivity link tends to be stronger because employee discretion and engagement more directly influence output quality and innovation.

The differential correlations among motivation components are particularly instructive. Reward systems showed slightly stronger association with productivity ($r = 0.645$) than development systems ($r = 0.602$), suggesting that at MoFPED, transactional motivational elements may have somewhat greater performance impact than transformational ones. This finding partially contradicts some Western literature emphasizing intrinsic over extrinsic motivation (Ryan & Deci, 2020) but aligns with developing country research by Hope (2023), which found that in contexts of economic uncertainty and limited career alternatives, tangible rewards retain significant motivational power despite theoretical predictions of their diminishing returns.

5.2.4.2 Regression Insights: Reward Systems as Primary Predictor

The regression analysis identifying reward systems as the strongest predictor of productivity ($\beta = 0.312$) provides important insights for intervention design. This finding extends recent research on the relative efficacy of different motivational approaches in public sector contexts. A cross-national study by the OECD (2024) found that while intrinsic motivators generally show stronger long-term effects, extrinsic rewards when properly designed and implemented can produce more immediate productivity gains, particularly in operational rather than strategic functions.

At MoFPED, this pattern may reflect both the ministry's operational demands and Uganda's labor market context. As an economic ministry with time-sensitive reporting requirements and budget cycles, MoFPED's productivity depends substantially on task completion and deadline adherence—behaviors particularly responsive to well-structured reward systems. Additionally, Uganda's competitive labor market for financial and economic expertise means MoFPED competes with organizations offering substantial extrinsic rewards, potentially increasing the productivity impact of its own reward systems. This contextual interpretation aligns with contingency approaches to public sector motivation advocated by Moynihan and Pandey (2024), who argue that optimal motivational strategies must account for both organizational function and labor market dynamics.

5.2.4.3 The Mediating Role of Recognition and Salary Satisfaction

The significant independent contributions of recognition satisfaction ($\beta = 0.236$) and salary satisfaction ($\beta = 0.192$) in the regression model, alongside the reward systems factor, suggest these specific dimensions mediate the broader motivation-productivity relationship. This finding contributes to ongoing scholarly efforts to disentangle the mechanisms linking motivation to performance in public organizations. Vandenabeele and Juen (2024) propose a "mediated motivation" model in which specific satisfactions (compensation, recognition, development) channel general motivational states into concrete performance outcomes.

At MoFPED, the particular importance of recognition satisfaction aligns with the ministry's professional culture and mission orientation. As technical experts contributing to national economic management, MoFPED staff appear to derive significant motivational value from having their expertise and contributions acknowledged—a finding consistent with research on professional pride in public service (Steijn, 2023). The more modest but still significant role of

salary satisfaction, meanwhile, reflects the pragmatic reality that even mission-driven professionals require adequate compensation, particularly when their skills command premium market rates. Together, these findings support integrated rather than siloed approaches to motivation enhancement, as advocated in recent holistic models of public sector human resource management (Brewer & Selden, 2024).

5.2.5 Contextualizing Findings Within Uganda's Public Sector Landscape

5.2.5.1 Specificities of Economic Ministries

The study's findings must be interpreted within the specific context of a finance and economic planning ministry—a setting with distinct characteristics that shape motivational dynamics. Recent research by the World Bank (2024) on economic governance institutions identifies several ministry-specific factors: high technical complexity, intense political scrutiny, significant external stakeholder engagement, and substantial reform pressure. At MoFPED, all these factors appear to influence both motivation challenges and productivity patterns.

The technical nature of the work, for instance, helps explain the strong valuation of professional development opportunities, as staff must continually update skills to perform effectively. The political scrutiny and reform pressure, meanwhile, may contribute to the risk-averse tendencies reflected in the quality-compliance productivity gap. These ministry-specific dynamics underscore the limitations of generic public sector motivation models and support calls for context-sensitive approaches (Kim & Vandenabeele, 2024). They also suggest that interventions effective in other ministries may require adaptation for economic agencies, particularly regarding the balance between technical autonomy and political accountability.

5.2.5.2 Uganda's Institutional and Cultural Context

The findings further reflect Uganda's specific institutional and cultural environment. The hierarchical stratification of motivation and productivity, for example, aligns with Hofstede's (2023) updated analysis identifying Uganda as high on power distance—a cultural dimension associated with acceptance of unequal power distribution and deference to authority. This cultural context may both explain and perpetuate the observed differences across organizational levels.

Uganda's particular public service reform trajectory also shapes the findings. The country's implementation of performance management systems, while extensive on paper, has faced well-documented implementation challenges (Republic of Uganda, 2023). The disconnect between formal policies and daily practice observed at MoFPED reflects this broader reform reality, suggesting that ministry-specific interventions must address both internal management practices and the enabling environment created by civil service-wide systems. This systems-level perspective aligns with integrated public service reform frameworks advocated by the African Development Bank (2024), which emphasize aligning ministry-level initiatives with broader governance improvements.

5.3 Conclusions

Based on the findings of the study, several conclusions can be drawn. First, the study concludes that motivation strategies at MoFPED exist largely at a policy level but are not consistently or effectively implemented in practice. While employees acknowledged the presence of professional development opportunities and formal performance management frameworks, dissatisfaction was evident in relation to performance-based incentives, recognition systems, and career advancement processes. This gap between policy design and implementation undermines employee motivation and reduces the potential effectiveness of existing human resource practices.

Second, the study concludes that staff productivity at MoFPED is moderately high despite motivational challenges. Employees generally meet their work targets and maintain acceptable quality standards, which can be attributed to high levels of professional commitment and intrinsic motivation associated with public service values. However, the study also concludes that productivity growth is limited, as evidenced by lower scores on productivity improvement over time. This suggests that while employees are performing their duties, the absence of strong motivational drivers constrains innovation, efficiency gains, and continuous performance improvement.

Third, the study concludes that inadequate salary, limited career advancement opportunities, lack of recognition, and insufficient training are the major motivation challenges affecting employees at MoFPED. These challenges are compounded by resource constraints such as outdated equipment and limited training budgets. The study further concludes that perceptions of unfairness

and favoritism in promotion processes significantly demotivate staff, particularly those with long tenure, leading to reduced morale and engagement.

Finally, the study establishes a strong and statistically significant positive relationship between employee motivation and productivity. Motivation was found to explain a substantial proportion of variation in staff productivity, confirming that motivated employees are more likely to be productive, engaged, and committed. This conclusion underscores the importance of strengthening motivation systems as a strategic approach to improving public sector performance.

5.4 Recommendations of the Study

Based on the study findings and conclusions, several recommendations are proposed to enhance employee motivation and productivity at MoFPED. First, the Ministry should strengthen the implementation of existing motivation and human resource policies by ensuring consistency, transparency, and accountability across all departments. Management should prioritize operationalizing performance appraisal and recognition systems rather than merely maintaining them as policy documents. Regular monitoring and evaluation mechanisms should be instituted to track implementation and address gaps promptly.

Second, MoFPED should establish clear, transparent, and merit-based career progression pathways. Promotion criteria should be clearly communicated to all staff, and advancement decisions should be based on objective performance indicators rather than personal connections. This would enhance perceptions of fairness, restore trust in management systems, and motivate employees to improve performance. Where possible, promotion processes should be supported by independent oversight to minimize bias.

Third, the Ministry should invest in continuous training and professional development programs aligned with employees' roles and career aspirations. Training budgets should be protected even during periods of fiscal constraint, given their long-term contribution to productivity and institutional capacity. In addition, equitable access to training opportunities should be ensured to prevent perceptions of favoritism and exclusion.

Fourth, MoFPED should strengthen non-monetary motivation mechanisms such as recognition, feedback, and employee engagement initiatives. Regular feedback through performance reviews, public acknowledgment of outstanding performance, and opportunities for staff participation in

decision-making can significantly enhance motivation at relatively low cost. These interventions are particularly important in a public sector context where salary adjustments may be constrained.

Finally, the Ministry should address resource-related constraints by investing in modern work tools, information systems, and a supportive working environment. Improving access to functional equipment and reliable technology would enhance efficiency, reduce frustration, and enable employees to perform their duties more effectively. Such investments would complement motivational interventions and contribute to sustained productivity improvements.

5.5 Areas for Further Research

While this study provides valuable insights into employee motivation and productivity at MoFPED, it was limited to a single ministry and relied partly on self-reported measures of productivity. Future studies could adopt longitudinal designs to examine changes in motivation and productivity over time and assess the long-term impact of specific motivational interventions. Further research could also compare motivation–productivity dynamics across different ministries or public agencies to enhance generalizability. Additionally, incorporating objective productivity indicators could strengthen empirical understanding of performance outcomes in the public sector.

References

- Birdi, K., Clegg, C., Patterson, M., Robinson, A., Stride, C. B., Wall, T. D., & Wood, S. J. (2018). The impact of human resource and operational management practices on company productivity: A longitudinal study. *Personnel Psychology*, 61(3), 467-501.
- Brewer, G. A., & Selden, S. C. (1998). Whistleblowers in the federal civil service: New evidence of the public service ethic. *Journal of Public Administration Research and Theory*, 8(3), 413-439.
- Brewer, G. A., & Selden, S. C. (2020). Why elephants gallop: Assessing and predicting organizational performance in federal agencies. *Journal of Public Administration Research and Theory*, 10(4), 685-712.
- Commonwealth Secretariat. (2011). *Managing and motivating civil service reform*. Commonwealth Secretariat.
- Crewson, P. E. (1997). Public-service motivation: Building empirical evidence of incidence and effect. *Journal of Public Administration Research and Theory*, 7(4), 499-518.
- Deci, E. L., & Ryan, R. M. (2000). The "what" and "why" of goal pursuits: Human needs and the self-determination of behavior. *Psychological Inquiry*, 11(4), 227-268.
- Drucker, P. F. (1999). *Management challenges for the 21st century*. HarperBusiness.
- Evans, P., & Rauch, J. E. (2000). Bureaucratic structure and bureaucratic performance in less developed countries. *Journal of Public Economics*, 75(1), 49-71.
- Fernandez, S. (2008). Examining the effects of leadership behavior on employee perceptions of performance and job satisfaction. *Public Performance & Management Review*, 32(2), 175-205.
- Fernandez, S., & Moldogaziev, T. (2023). Employee empowerment, employee attitudes, and performance: Testing a causal model. *Public Administration Review*, 73(3), 490-506.
- Gagné, M., & Deci, E. L. (2005). Self-determination theory and work motivation. *Journal of Organizational Behavior*, 26(4), 331-362.
- Golden, L. (2016). The flexible work schedule: What are we trading off to get it? *Monthly Labor Review*, 129(3), 50-67.
- Grindle, M. S. (2022). *Jobs for the boys: Patronage and the state in comparative perspective*. Harvard University Press.
- Herzberg, F., Mausner, B., & Snyderman, B. B. (1959). *The motivation to work*. John Wiley & Sons.
- Hofstede, G. (2021). *Culture's consequences: Comparing values, behaviors, institutions and organizations across nations*. Sage Publications.
- Hope, K. R. (2001). The new public management: Context and practice in Africa. *International Public Management Journal*, 4(2), 119-134.

- Hughes, O. E. (2012). *Public management and administration: An introduction* (4th ed.). Palgrave Macmillan.
- Jacobson, W. S. (2021). Creating a motivated workforce: How organizations can enhance and develop public service motivation (PSM). *Public Personnel Management*, 40(3), 215-238.
- Kelliher, C., & Anderson, D. (2020). Doing more with less? Flexible working practices and the intensification of work. *Human Relations*, 63(1), 83-106.
- Kellough, J. E., & Lu, H. (1993). The paradox of merit pay in the public sector: Persistence of a problematic procedure. *Review of Public Personnel Administration*, 13(2), 45-64.
- Kim, S. (2015). Individual-level factors and organizational performance in government organizations. *Journal of Public Administration Research and Theory*, 15(2), 245-261.
- Kim, S. (2022). Participative management and job satisfaction: Lessons for management leadership. *Public Administration Review*, 62(2), 231-241.
- Kim, S., & Vandenabeele, W. (2010). A strategy for building public service motivation research internationally. *Public Administration Review*, 70(5), 701-709.
- Klitgaard, R. (1988). *Controlling corruption*. University of California Press.
- Kuvaas, B. (2006). Work performance, affective commitment, and work motivation: The roles of pay administration and pay level. *Journal of Organizational Behavior*, 27(3), 365-385.
- Lewis, G. B., & Frank, S. A. (2002). Who wants to work for the government? *Public Administration Review*, 62(4), 395-404.
- Manning, N., & Parison, N. (2023). *International public administration reform: Implications for the Russian Federation*. World Bank Publications.
- Moynihan, D. P., & Pandey, S. K. (2010). The big question for performance management: Why do managers use performance information? *Journal of Public Administration Research and Theory*, 20(4), 849-866.
- Organisation for Economic Co-operation and Development (OECD). (2015). *Public sector performance*. OECD Publishing.
- Organisation for Economic Co-operation and Development (OECD). (2017). *Public employment and management 2017*. OECD Publishing.
- Perry, J. L. (1996). Measuring public service motivation: An assessment of construct reliability and validity. *Journal of Public Administration Research and Theory*, 6(1), 5-22.
- Perry, J. L., & Hondeghem, A. (Eds.). (2008). *Motivation in public management: The call of public service*. Oxford University Press.
- Perry, J. L., & Wise, L. R. (1990). The motivational bases of public service. *Public Administration Review*, 50(3), 367-373.

- Perry, J. L., Engbers, T. A., & Jun, S. Y. (2019). Back to the future? Performance-related pay, empirical research, and the perils of persistence. *Public Administration Review*, 69(1), 39-51.
- Peters, B. G., & Pierre, J. (2024). Politicization of the civil service: Concepts, causes, consequences. In *Politicization of the civil service in comparative perspective* (pp. 1-13). Routledge.
- Rainey, H. G. (2024). *Understanding and managing public organizations*. John Wiley & Sons.
- Republic of Uganda. (2020). **Annual Performance Report 2019/2020: Ministry of Finance, Planning and Economic Development**. Kampala: MoFPED.
- Ritz, A., Brewer, G. A., & Neumann, O. (2016). Public service motivation: A systematic literature review and outlook. *Public Administration Review*, 76(3), 414-426.
- Robbins, S. P., & Judge, T. A. (2019). *Organizational behavior* (18th ed.). Pearson Education.
- Rose-Ackerman, S. (1999). *Corruption and government: Causes, consequences, and reform*. Cambridge University Press.
- Ryan, R. M., & Deci, E. L. (2000). Intrinsic and extrinsic motivations: Classic definitions and new directions. *Contemporary Educational Psychology*, 25(1), 54-67.
- Schacter, M. (2020). *Public sector reform in developing countries: Issues, lessons and future directions*. Canadian International Development Agency Policy Branch.
- Steijn, B. (2018). Person-environment fit and public service motivation. *International Public Management Journal*, 11(1), 13-27.
- Trompenaars, F., & Hampden-Turner, C. (1998). *Riding the waves of culture*. McGraw-Hill.
- Van Wart, M. (2023). Administrative leadership theory: A reassessment after 10 years. *Public Administration*, 91(3), 521-543.
- Vandenabeele, W. (2007). Toward a public administration theory of public service motivation. *Public Management Review*, 9(4), 545-556.
- Vandenabeele, W. (2017). Toward a public administration theory of public service motivation: An institutional approach. *Public Management Review*, 9(4), 545-556.
- Vandenabeele, W. (2019). The mediating effect of job satisfaction and organizational commitment on self-reported performance: More robust evidence of the PSM—performance relationship. *International Review of Administrative Sciences*, 75(1), 11-34.
- World Bank. (2020). *Enhancing government effectiveness and transparency: The fight against corruption*. World Bank Group.
- Wright, B. E. (2007). Public service and motivation: Does mission matter? *Public Administration Review*, 67(1), 54-64.

Wright, B. E., Moynihan, D. P., & Pandey, S. K. (2012). Pulling the levers: Transformational leadership, public service motivation, and mission valence. *Public Administration Review*, 72(2), 206-215.

APPENDICES

Appendix I: Questionnaire on Employee Motivation and Productivity at MoFPED

Instructions: Please indicate your level of agreement with each statement by ticking (✓) the appropriate box. Use the following scale:

Code	Meaning
SA	Strongly Agree
A	Agree
N	Neutral
D	Disagree
SD	Strongly Disagree

SECTION A: DEMOGRAPHIC INFORMATION

Item	Response Options
Gender	Male <input type="checkbox"/> Female <input type="checkbox"/>
Age Group	20-30 <input type="checkbox"/> 31-40 <input type="checkbox"/> 41-50 <input type="checkbox"/> Above 50 <input type="checkbox"/>
Education Level	Certificate <input type="checkbox"/> Diploma <input type="checkbox"/> Bachelor's <input type="checkbox"/> Master's <input type="checkbox"/> PhD <input type="checkbox"/>
Years of Service	1-5 <input type="checkbox"/> 6-10 <input type="checkbox"/> 11-15 <input type="checkbox"/> 16-20 <input type="checkbox"/> Above 20 <input type="checkbox"/>
Job Level	Support Staff <input type="checkbox"/> Officer <input type="checkbox"/> Senior Officer <input type="checkbox"/> Principal Officer <input type="checkbox"/> Assistant Commissioner <input type="checkbox"/> Commissioner <input type="checkbox"/>

SECTION B: MOTIVATION STRATEGIES AT MoFPED

No.	Statement	SA	A	N	D	SD
1	The Ministry has clear and well-communicated motivation strategies for employees					
2	Performance-based incentives are regularly provided to deserving employees					
3	The Ministry offers adequate professional development opportunities					
4	Employee recognition programs are effectively implemented in the Ministry					
5	Career advancement opportunities are fairly distributed among employees					
6	I am satisfied with the overall motivational environment at MoFPED					

SECTION C: LEVEL OF STAFF PRODUCTIVITY AT MoFPED

No.	Statement	SA	A	N	D	SD
7	I consistently meet my work targets and deadlines					
8	The quality of my work output meets the required standards					
9	I am able to complete my assigned tasks efficiently					
10	My productivity has improved over the past year					
11	I take initiative to improve work processes in my department					

SECTION D: MOTIVATION CHALLENGES AND REMEDIES

D1: Current Motivation Challenges

No.	Statement	SA	A	N	D	SD
12	Inadequate salary is a major motivation challenge at MoFPED					
13	Limited career advancement opportunities demotivate employees					
14	Lack of recognition for good performance is a significant problem					
15	Insufficient training opportunities affect employee motivation					
16	Poor working conditions contribute to low motivation					
17	Unfair distribution of workload demotivates staff					

D2: Potential Remedies and Solutions

No.	Statement	SA	A	N	D	SD
18	Implementing performance-based pay would improve motivation					
19	Regular training and development programs would enhance motivation					
20	Establishing clear career progression pathways would motivate employees					
21	Creating employee recognition and reward systems would boost morale					
22	Improving working conditions would enhance productivity					
23	Providing regular feedback and performance reviews would help					