

UGANDA CHRISTIAN UNIVERSITY

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EMPLOYEES MOTIVATION AND ORGANIZATIONAL PERFORMANCE.

A CASE STUDY OF PAIDHA TOWN COUNCIL IN ZOMBO DISTRICT

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ABSTRACT

The study sought to examine the impact of employee motivation on organizational performance Paidha Town Council. Data for the study was obtained from staff of four sampled Institutions in PTC. A sample size of 80 respondents was used for the study. This sample was selected through the simple random sampling technique. Findings from the study suggest that incentives, recognition and employee appraisal, meeting employee expectations that

On the impacts of motivation on performance, the study found out that the organizational performance increases with improved employees' level of efficiency, helping employees to meet their personal goals, employee satisfaction, and helping employees' bond with the organization.

DECLARATION

I hereby declare that research report entitled "EMPLOYEE MOTIVATION AND ORGANISATIONAL PERFORMANCE: A CASE STUDY OF PAIDHA TOWN COUNCIL" is entirely my original work and it has never been submitted before to any institution or university for the award of a Degree.

Signature: ……

Date:……14/08/2025……

Nyamer Ruth

(Student).

APPROVAL

APPROVAL

This research report entitled "EMPLOYEE MOTIVATION AND ORGANISATIONAL PERFORMANCE: A CASE STUDY OF PAIDHA TOWN COUNCIL has been submitted for examination with my approval as the candidate's University supervisor.

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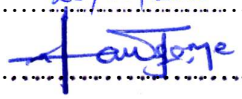
SIGNATURE…………..

MR. ANDEOYE HARRY ACIDRI

DEDICATION

This report is dedicated to my beloved children, Splendor, Shemaiah, Shomer and Norbert Juniour for enduring the pain of staying some times without me. May the good lord protect and bless you

AKNOWLEDGEMENT

Special thanks go to Almighty GOD who has brought me this far may His name be praised.

Special thanks go to my supervisor MR ANDEOYE HARRY ACIDRI who stood as a leading guide in my endeavors and his devotion for my cause to excel, may GOD bless you abundantly.

I owe special debt of gratitude to my, Sisters, husband for their financial, spiritually and emotional support throughout my course Odongo Derick, madam Oliver Mr.Jayer Shepherd and all my friends for encouraging me May GOD richly bless you.

Thanks to all employees of Paidha town council, Paidha health center III, Paidha Business Community Aidha CYDC whose cooperation leads to the accomplishment of my research project

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GLOSSARY OF TERMSAND ACRONYMS

1. CAO: Chief Administrative Officer
2. CYDC: Child and Youth Development Centre
3. HRO: Human Resource Officer
4. Moh: Ministry of Health
5. PTC: Paidha town council
6. PHRO: Principle Human Resource Officer
7. ZDLG: Zombo District Local Government

CHAPTER ONE

GENERAL INTRODUCTION

1.0 Introduction.

This chapter discussed the general introduction of the study. whichincludes, the background of the study, statement of the problem, purpose of the study, scope of the study, significance of the study and the conceptual frame work.

1.1 Background of the study.

The word motivation is derived from a Latin word mover" which means to move.

According to BerbbardBessvelson and Gravy Steiner(1964) Motive means the inner wishes aims at goals and activities that directs behavior towards goals. Motivation is the activation of goal-oriented behavior (Wikipedia 2010).

Employee motivation acts as a major driver of organizational success, yet keeping team members motivated still proves elusive for many organizations today, and not without reason. Every employee responds to different motivators, and investing in the wrong ones only depletes your company's budget without effect. Preferences also shift over time, so what engages your workforce right now is almost certain to evolve in the coming years.

Employee motivation is the level of commitment, drive, and creativity that your team brings with them to work every day. It has a major impact on almost every part of your company, whether positive or negative. Motivated employees do everything they can to get the job done, improving productivity and serving as examples for the rest of the workforce. Unmotivated employees do only what's necessary to get by, and they are more likely to start looking for positions elsewhere.

Thankfully, employee motivation is something that your enterprise can cultivate. Beyond the obvious levels available to any company, like rises and promotions, organizations can turn to unique incentives tailored to their workforce. Offering flexibility in work arrangements, professional development opportunities, and establishing recognition, initiatives are just a few of the methods organizations can explore to keep employees motivated.

Fredrick Winslow Taylor was one of the first theorist to attempt to understand employee motivation. His theory of scientific management, also referred to as Taylorism, analyzes the productivity of the workforce. Taylor's basic theory of motivation, is that workers are motivated by money.

David McClelland in his book, "The Achieving Society" identified three motivators that he believes every person has: a need for achievement, a need for affiliation and need for power. People will have different characteristics depending on their dominant motivator.

1.2 Problem statement

Employee motivation as a topic that has received very significant attention by managers and researchers alike (Gautam, Mandal and Dalal, 2006). It has been acknowledged with certainty that no organization may possibly thrive without their employees. Employees are the main reason any organization might have the potential to keep in existence for a long time. Similarly, to Paidha Town Council, employees are the ones who play the major roles and make significant contributions to the organization.Well-motivated employees would influence the efficiency of the organization and could lead to achieving the organization's vision and goals (Hussin, 2011). Previous studies on employee motivation mainly focused on the factors that contributed to it being attained. On the other hand, not much research on its impact towards performance was made (Dinler, 2008). Studies on employee motivation have been carried out over the years but

they are largely based on the western organizations and very few studies on motivation have been done in African organizations/companies let alone particularly Local government and locally based organizations. These brought about a great gap that needed to be filled with tremendous research considering the fact that employees in different environments and who were affiliated to different cultures cannot attain motivation from the same factors.

There had been a great challenge on the part of managers and administrators on determining how exactly they could attain maximum motivation for their employees whom they believe would go a very long way to improve on the organizational performance. Many managers and administrators had tried to attain motivation of their employees by trying to use methods that were successful in other areas around the world and had desolately been disappointed, but the reason was simply because the research was not directly relevant to their own employees. It was for these reasons that this research intended to fill in the knowledge gap.

1.3 Purpose of the Study

The purpose of the study was to determine the impact of motivation and employee performance in Zombo district. A case study of Paidha town council.

1.4 Objectives of the Studies

The studies had the following objectives

(i) To identify the key factors that influence employee motivation in Paidha Town Council.
(ii) To examine the impact of different motivational strategies (e.g., financial incentives, non-monetary recognition, professional development) on employee performance and retention.

1.5 Research Questions

The research was guided by the following questions.

(i)) What are the key factors that influence employee motivation in Paidha Town Council?

(ii) What are the impacts of different motivational strategies (e.g., financial incentives, non-monetary recognition, and professional development) on employee performance and retention?

1.6 Significance of the Study

The following were the significance of the study.

(i) The findings of this study would be important to various Heads of department in PaidhaTown council and would help them to identify effective motivation strategies for their employee.

(ii) The findings would also assist the leaders in any other organization at large that face the dilema of understanding how to motivate their employees.

(iii) The findings of this study would benefit scholars as it is a contribution to the body of knowledge in this broad and yet not fully exploited area of human resource management as well as social sciences. This would help to enhance understanding and development of relevant theories as well as extensive areas of interest.

(iv) The findings of this study would also be of significance to the trade unions in our country and East African region. This is in such a way that the study would help in restructuring the objectives of the unions and help them to realize exactly what conditions are relevant and how they can work towards ensuring employees are motivated at their work places.

1.7. Scope of the Study

1.7.1 Geographical scope

The geographical scope of the study was within Paidha Town Council, Zombo District. Located 16km from Zombo district headquarters.

1.7.2 Time scope

The study was conducted between September 2024 andAugust 14th2025 reviewing conditions in the last three years as shown below

Table 1 showing the times scope of the research

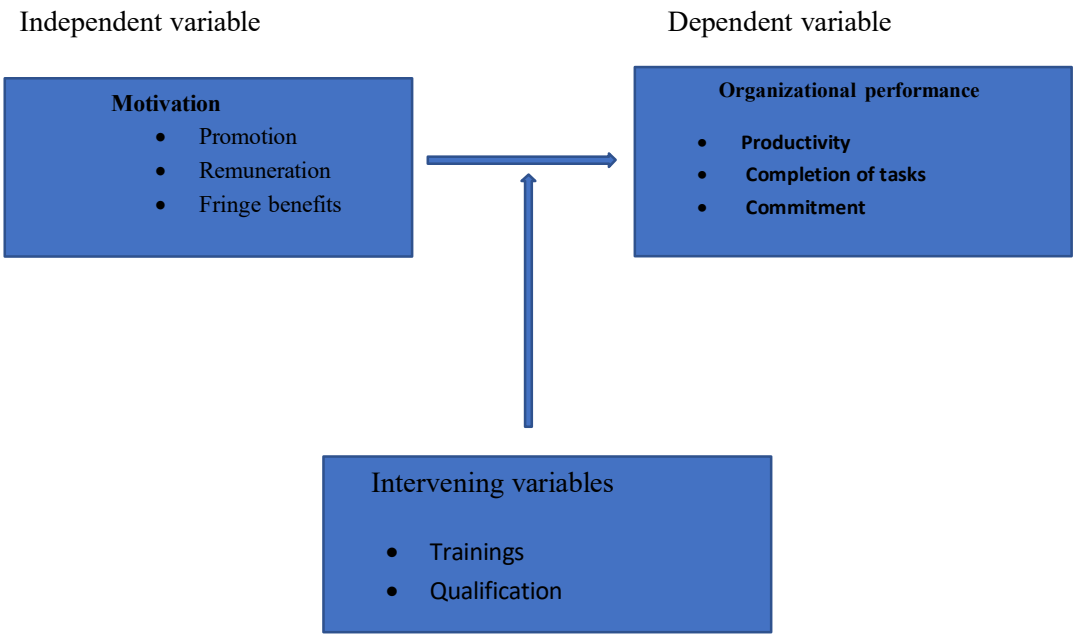
S/N	Activity	Time
01	Topic Identification	Sept-Oct 2024
02	Writing research proposals	Jan-April 2025
03	Data collection	May 2025
04	Report writing and submission	June-August 2025

1.7.3 Content scope

The content of the study was limited to motivation and employee performance in Paidha Town Council, Zombo District.

1.8. Conceptual Framework

All motivation strategies are aimed at bridging the gaps in any organization. Whilst the primary objective of any organization is to thrive. In this study therefore, the relationship between the different motivation strategies and organization performance were clearly explored, and their impactsexplianed.



From figure 1.1 above, motivation was an independent variable well as the performance of employees a dependent variable. Therefore the presence of motivating tools such as promotion of employees, remuneration, fringe benefits led to increased productivity, completion of task, commitment and hardworking among others. However the presence of intervening factors such as availability of funds, organizational culture, and qualification affected the relationship between the independent variable and the dependent variable.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter seeked to present a review of relevant theoretical and empirical literature in relation to the research questions being analyzed, that is,

(i) What were the key factors that influence employee motivation in Paidha Town Council?

(ii) What were the impacts of different motivational strategies (e.g., financial incentives, non-monetary recognition, and professional development) on employee performance and retention?

2.1 Factors that Influence Employee Motivation

Employee motivation can be categorized into; Extrinsic and Intrinsic motivation.

Extrinsic motivation, refers to tangible rewards such as pay, fringe benefits, work environment, work conditions, and job security. Extrinsic motives cannot only be satisfied by the work itself. That means pleasure comes from something the task leads to, such as money. As according to (Kalimullah*et al,* 2010) the effects of work, as well as its contributing factors are also of importance for the need satisfaction. As a result, work is seen as a means to pursue other motives.

Monetary Compensation/ Salaries

No one works for free, nor should they. Employees want to earn reasonable salary/payment and employees desire their employers to feel that is what they are getting. Money is the fundamental inducement; no other incentive or motivational technique comes even close to it with respect to its influential value. It has the supremacy to magnetize, retain and motivate

individuals towards higher performance. Frederick Taylor and his scientific management associate described money as the most fundamental factor in motivating the industrial workers to attain greater productivity (Abadi, *etal.,* 2011).

Research has suggested that reward causes motivation of the employee which directly influences performance of the employee (Kalimullah, *et al.,* 2010). Rewards are management tools that hopefully contribute to firm's effectiveness by influencing individual or group behavior. All businesses use pay, promotion, bonuses or other types of rewards to motivate and encourage high level performances of employees. To use salaries as a motivator effectively, managers must consider salary structures which attach to each job, payment according to performance, personal or special allowances, fringe benefits, pensions etc (Rukhmani*et al* 2010).

Leadership

Leadership is about influencing people to do things the right way. To achieve that you need people to follow and to have them trust you. And if you want them to trust you and do things for you and the organization, they need to be motivated. Theories imply that leaders and followers raise one another to higher levels of morality and motivation. Motivation is purely and simply a leadership behavior. It stems from wanting to do what is right for people as well as for the organization. Leadership and motivation are active processes in management (Rukhman, 2010).

Job Enrichment

Job enrichment is a job redesign technique that allows employees to have autonomy on how they perform their own tasks, giving them more responsibility. As an alternative to job specialization, companies/organizations using job enrichment may experience positive outcomes such as increased motivation, reduced turnover, increased productivity, and reduced

absences. This may be because employees who have the authority and responsibility over their own work can be more efficient, eliminate unnecessary tasks, take shortcuts, and overall increase their own performance.

At the same time, there is some evidence that job enrichment may sometimes cause employees to be dissatisfied. The reason may be that employees who are given additional autonomy and responsibility may expect greater levels of pay or other types of compensation, and if this expectation is not met, they may feel frustrated. One more thing to remember is that job enrichment may not be suitable for all employees. Not all employees desire to have control over how they work, and if they do not have this desire, they may feel dissatisfied in an enriched job (Whittaker, 2008).

Information Availability and Communication

Managers can stimulate motivation by giving relevant information and making it readily available to the employees. To this researcher it seems that there is no known organization in which people do not usually feel there should be improvement in the way departments communicate, cooperate, and collaborate with one another. Information availability brings to bear a powerful peer pressure, where two or more people running together will run faster than when running alone or running without awareness of the pace of the other runners. By sharing information, subordinates compete with one another hence lifting up each other's self-confidence (Chiang and Jang, 2008).

Work Environment and performance

Employee level of motivation is also influenced by the quality of the working environment both its physical attributes and the degree to which it provides meaningful work. While a comfortable physical environment is correlated with employee motivation, the relationship is

not merely as strong as the relationship between motivation and managerial behavior (Yazdani*et al* 2011).

Work environment plays an essential role since it influences employee motivation. Employees are concerned with a comfortable physical work environment that will ultimately provide extra optimistic level of motivation. Lack of favorable working conditions, amongst other things, can affect badly on the employee's mental and physical well-being. According to Armstrong and Feldman (1996) factors such as working hours, temperature, ventilation, noise, hygiene, lighting, and resources are all part of working conditions.

Negative performance will be provoked by poor working conditions since employees' job demand mentally and physically tranquility (Irons and Buskist, 2008). Moreover, they warned that if working conditions are two extreme ends i.e. either too favorable or too extreme, this could be taken for granted or ignored by most employees. Furthermore, when employees feel that management does not appreciate or acknowledge their efforts or work done they may use poor working conditions as an excuse to get back at management (Whittaker, 2008).

Good Managerial Relations and performance

A good managerial relation is an important factor in fostering employee motivation. Those who act to maintain good relations with their employees exhibit the following behaviors: help with job related problems, awareness of employee difficulties, good communication, and regular feed-back about the performance so that employees always know where they stand. Employees want to have input into decisions that affect them, to feel important and appreciated. They want to be informed and involved at work place. When a job brings recognition and respect, employees are motivated with it. This is an easy condition to create with feedback (Tella, 2007).

The evidence that "good management" plays a part in affecting employee motivation puts a responsibility on both the managers and the supervisors in the organization. Management needs information on employee motivation in order to make sound decisions, both in preventing and solving employee problems. A typical method used is employee motivation surveys, also known as a morale, opinion, attitude, or quality-of-work-life survey. An employee motivation survey is a procedure by which employees report their feelings towards their jobs and work environment. Individual responses are then combined and analyzed (Yazdani*et al*2011).

Promotion Opportunities and performance

Promotional opportunities affect employee motivation considerably. The desire for promotion is generally strong among employees as it involves change in job content, pay, responsibility, independence and status among others. An average employee in a typical government organization can hope to get two or three promotions in his entire service, though chances of promotions are better in private sector. It is not a surprise that the employees take promotion as the ultimate achievement in their career and when it is realized, he/she feels extremely satisfied (Turkyilmaz*et al,* 2011).

If an organization provides employees the necessary factors for promotion such as facilities, ability and skills, then employees will be automatically motivated and satisfied. Promotion and satisfaction have a direct relationship. Naveed and Bushra (2011) indicated that Maslow's hierarchy of need theory also described that when esteem needs (autonomy, power, recognition and status) of people are fulfilled, they will be more satisfied with their job. Herzberg theory of motivation states what employees demand from their job. The need theory indicates that there is a need of achievement and need for power in people. People will be more satisfied and motivated when their needs are fulfilled (Ramasodi, 2010).

Work Group and performance

The work group does serve as source of motivation to individual employees. It does soprimarily by providing group members with opportunities for interaction with each other. It is well known that for many employees work fills the need for social interaction. The work group is even stronger source of motivation when members have similar attitudes and values as it causes less friction on a day-to-day basis. Co-workers with similar attitudes and values can also provide some confirmation of a person's self-concept (Oluseyi and Ayo, 2009).

Nature of Job and performance,

Many years of research in different organizations and jobs have shown that nature of job itself becomes a dominant factor of job employee motivation when employees assess different aspects of their work, like supervision, growth opportunities, salaries, and colleagues and so on. When the job performed by an employee is perceived to be important, this will increase motivation level. Work challenges let employees utilize their skills, knowledge and intelligence to deal with complexities involved in their job. There is a negative association between intelligence and motivation when complications in jobs are persistent because most of the jobs are not challenging or interesting, hence if the job doesn't have the perceived element of interest, itmay possibly bring demotivation among intelligent employees (Mehmood, Irum, Ahmed and Sultana, 2012).

Co-Workers and performance

A co-worker is a person who holds a position or rank similar to that of an employee in the same company/organization. Co-workers are a distinct part of the working environment, and employees are expected to work harmoniously with other employees (Iqbal, 2010). People seek friendly, warm and cooperative relationships with others, not only for what these relationships

produce in the immediate present, but also for what they provide in those times of need, such as social support.

Bagraim, Cunningham, Potgieter and Viedge (2007) suggest that employees should be technically, emotionally and socially supportive of one another. Harmonious interactions between an individual and their fellow employees, as well as relations between other fellow employees with each other, have a positive influence on an individual's level of organizational commitment and motivation (Iqbal 2010). Pleasant associations with co-workers have been found to have a positive influence on an individual's level of motivation (Ladebo, Awotunde and Abdul Salaam-Saghir, 2008).

2.1.2 Intrinsic Factors that Influence Employee Motivation

Intrinsic motivation is the desire of an individual to perform his/her work well, in order to achieve the satisfaction of intrinsic needs. In other words, an individual performs a task in order to achieve certain types of internal states, which he/she experiences as intrinsic motivation relates to psychological rewards such as the recognition of a task completed. External rewards such as food, money, praise, and so on, are not the main reason for a person to engage in activities. Intrinsic motives can be satisfied by the work itself. In other words, the task itself is the main source of motivation, since it provides interest, stimulation, challenges, and opportunities for personal growth and achievement to the individual. Intrinsically motivated behavior is the one that is determined by an individual's need for feeling competent and self-determining. On the other hand, a person will seek out challenges that allow him/her to behave in ways that provide him/her with a sense of competence and self-determination (Matthew et al 2009).

Recognition and Employee Motivation

According to Maurer (Kalimullah et al, 2010) rewards and recognition are essential factors in enhancing employee job satisfaction and work motivation which is directly associated to organizational achievement (Jun *et al.,* 2006). Kalimullah Khan conducted a study in which he examined the relationship between rewards and employee motivation in commercial banks of Pakistan. The study focused on four types of rewards of which one was recognition which he tested through Pearson correlation. The results showed that recognition correlates significantly (0.65) with employee work motivation (Kalimullah*et al,* 2010).

Skill Variety

This is the extent to which a particular job requires a variety of employee competencies to carry it out (Jackson, 2011). For example, lower skill selection exists when an assembly-line employee performs the same two tasks over and over again. The more skill involved, the more meaningful the work becomes for an employee. Döckel, Basson and Coetzee (2006) suggest that one way that employees may develop a sense of competency is by working in a job with high skill diversity. Skill variety relates to feelings of belonging, as well as a sense of attachment to the organization. Mathis and Jackson (2011), however, warn that skill variety should not be confused with multitasking, which is doing several tasks at the same time, for instance, with computers, telephones, other devices, and personal organizers.

Trust

Trust is defined as the perception of one about others, decision to act based on communication, behavior and their decision. If an organization wants to improve and be successful, trust plays a significant role so it should always be preserved to ensure an organizations existence and to enhance employees‟ motivation. It can make intrapersonal and interpersonal effects and

influence on the relations inside and out the organization." (Annamalai, Abdullah and Alasidiyeen, 2010).

Fairness of Treatment

Kalpana (2013) claimed that in evaluating fairness, individuals first assess the ratio of their contribution (input) to the resulting economic or social compensation (output) and then compare the ratio with that of referent others. Receiving comparatively both too much (overcompensation) and too little (under-compensation) is evaluated as unfair, according to equity theory. Accordingly, individuals try to reduce the unfairness by altering input (e.g. working less) or output (e.g. stealing from the company).

Total Life Space

The idea of "total life space" is a new concept for human resource managers, growing in importance as the number of employees grow. Employees want to be able to balance the demands of work and home. To do this, they want their managers to expect a reasonable amount of work, but not so much that the job interferes with personal life (Kalimullah et al, 2010).

Meaningful Work

Meaningful work is considered as a very important factor when it comes to intrinsic employee motivation. These days, employees want to be engaged in qualitative work. Employees want their work to be meaningful to them. Meaningful work is an emerging factor for valued outcomes of organizations. Meaningful work is an important issue and is valuable for both employee and employer. There are some other factors rather than money which an employee may want to share with their community and home members. Such factors include sense of

achievement and feeling of accomplishment of some tasks. This meaningful work is considered as a dividend to the employee (Pocock, 2006).

Training and Development

Training provides chances to employees‟ growth and enhances their knowledge and skills for effective development," (Kabir, 2011). Trained workers are more motivated with their job as compared to untrained employees (Abdullah and Djebavni, 2011). These training programs positively raise employee'sadvancement that is good for competencies (Hunjra et al., 2010). By getting these training programs employees are able to get self-assured, evolution of career, and have positive thought for their organizations/companies (Kabir, 2011). The aim of these training and management programs is to amend employees‟ skills and organization potentialities (Hunjra, Chani, Aslam, Azam and Rehman, 2010).

Responsibility

According to Lai (2011), employee participation may enhance motivation and job satisfaction through power sharing, and increased responsibility. Employee participation can provide individuals an opportunity to make key managerial decisions that have an impact on other employees, thus increasing job satisfaction and performance. Herzberg's two-factor theory suggests that intrinsic work factors such as responsibility held by employee and skills development may increase job satisfaction. Increased work responsibility may be related to many factors suggested in the two-factor model as recognition and interpersonal relationships have implications for individuals' identity (Lai, 2011).

Task Significance

Task significance is the extent to which an employee perceives the job he or she is performing as having a substantial impact on the lives of other people, whether those people are within or

outside the organization (Lunenburg and Ornstein, 2008). Most people work to earn a living, but also because of the other satisfactions that come with the job, such as doing something meaningful.

2.3 Impact of Employee Motivation on Employee Performance

Employee Motivation and Absenteeism

Various studies have attempted to examine the relationship between employee motivation and absenteeism. Absenteeism as absence is commonly viewed as one of the means of withdrawal from stressful work situations. According to Luthans (1995), research has generally revealed a consistent inverse relationship between motivation and absenteeism, for instance when motivation is high, absenteeism tends to be low and when motivation is low, absenteeism tends to be high. Even though this correlation has been found to be rather moderate, the underlying assumption is that absence is at least in part, the result of dissatisfaction on the job (Anderson, 2004).

Absenteeism has long been considered a significant and pervasive problem in industry. As a result, theories have been developed and numerous studies conducted to identify the causes of absenteeism. Probably one of the most common theories is the notion that absenteeism is caused by employees avoiding a painful or dissatisfying work situation. Although it is recognized that absenteeism may be caused by the employee's inability to come to work, motivation to attend work is assumed to be a major factor determining how often an employee is absent. To many in the world of work, absenteeism is one of those stubborn problems for which there is no clear culprit and no easy cure (Obasan, 2011).

Furthermore, as a general phenomenon it does not discriminate against individuals on the basis of sex, race and religion. Obasan (2011) postulates that “employers have the right to expect

good attendance from their employees as employment is a contract between two consenting parties".

According to Vlosky and Aguilar (2009) absenteeism can be very costly to organizations and enormous savings can be realized through effective management of nonattendance at work. Besides the cost implications, absenteeism is influenced by dozens of interrelated factors which make it even more difficult to "quantify, qualify or rectify". One of these factors which have been cited by different researchers is an employee's level of job motivation in the workplace.

Employee Motivation and Productivity

According Wentzel and Wigfield (2009), the relationship between employee motivation and productivity is not definitely established. The consensus, however, is that in the long-run motivation leads to increased productivity. The strongest implication of much of the research is that the two variables, motivation and performance, are relatively independent of each other. There seems to be at least two possible reasons for this. The first is that in many jobs variations in motivation cannot lead to variations in productivity. Secondly, even when correlations do appear, the associations may be spurious, since both may be associated with other factor. In other words, motivation and productivity may be well largely separate casual paths: one set of factors (e.g. investment in technology) determines productivity and another set (e.g. perceived equity of rewards) produces job-satisfaction (Westover, 2010).

There are some conditions under which high productivity more clearly leads to motivation. One condition is that the employees perceive that intrinsic and extrinsic rewards are contingent upon their productivity. The second condition is that the extrinsic rewards (pay for example) be distributed equitably. Inequitable distribution fails to convince the employees close correlations between hard work and rewards (Muhammad and Wajidi, 2013).

Efficiency increases as an organization finds new ways to use fewer resources to produce its output. In a business environment, productivity improvement is essential for long-run success. Through gains in efficiency managers can reduce costs, save scarce resources, and enhance profits. In turn, improved profits allow an organization to provide better pay, benefits, and working conditions. The result can be a higher quality of work employees, who are more likely to be motivated towards further improvement in productivity. (Wentzel and Wigfield, 2009).

Employee Motivation and Employee Turnover

Turnover is process in which employees leave the organization and have to be replaced. Like absenteeism, turnover is related to employee motivation. . Excessive turnover can be a very costly problem, one with a major impact on productivity. But cost is not the only reason turnover is important. Lengthy training times, interrupted schedules, additional overtime, mistakes and not having knowledgeable employees in place are some of the frustrations associated with excessive turnover (Westover, 2010).

High employee turnover is of considerable concern for employers because it disrupts normal operations, causes morale problems for that stick on, and increases the cost involved in selecting and training replacements. The employer does whatever possible to minimize turnover by making employees feel motivated on their jobs. The withdrawal behavior of employees is modified by certain factors. Loyalty to the organization is one such. According to Van and Adonisi (2008), some employees cannot imagine themselves working elsewhere, however demotivated they are in their present job. Availability of other places of employment also influences turnover.

Employee Motivation and Job Stress

According to Van and Adonisi (2008) Job stress is the body's response to any job-related factor that threatens to disturb the person's equilibrium. In the process of experiencing stress, the employee's inner state changes thus prolonged stress can cause the employee serious ailments such as heart disease, ulcer, blurred vision, lower back pain, and muscle aches. Persistent job-dissatisfaction is powerful source of job stress. The employee may see no satisfactory short term solution to evading this type of stress. Westover (2010) suggests that an employee trapped in a demotivating job may withdraw by such means as high absenteeism or the employee may quit. Employees under prolonged stress stemming from lack of motivation often consume too much alcohol, tobacco, and drugs. These employees are costly to the management in terms of time lost due to frequent absences and increased payments towards medical compensation (Westover, 2010).

Employee Motivation and Unionization

It is proved that lack of employee motivation is a major cause for unionization. Demotivation and dissatisfaction with wages, job security, fringe benefits, chances for promotion and treatment by supervisors are reasons, which make employees, join unions. Another aspect is that job- dissatisfaction and lack of motivation can have an impact on the tendency to take action within the union, such as filing grievances or striking (Muhammad and Wajidi , 2013).

2.4 Conclusion

Conclusively, considering all the above, it has been claimed that motivated employees tend to have better mental and physical health and learn new job related tasks more quickly. All these considered by practicing managers and organizational behavior researchers, they would agree

that employee motivation is important to an organization. Critics however, pointed out that this is pure assumption because there was so much we do not know about the positive effects of motivation. On the other hand, when employee motivation was low, there seemed to be negative effects on the organization that have been documented. So only from the standpoint of viewing employee motivation as a minimum requirement or point of departure, it was of value to the organization's overall health and effectiveness and was deserving of study and application in the field of organizational behavior (Van and Adonisi, 2008).

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter presented the research methodology that was used to conduct this study.Itfocused on the following: research design, area of study, source of information, population and sampling design, procedure for data collection, data collection instruments, quality control, data processing and analysis, Ethical consideration and the methodological constrains of the research.

3.1 Research Design

The research design that was deployed for the study wasa descriptive research design.

3.2 Area of study

The study was conducted in Paidha Town council, Zombo district.

3.3 Source of information

The primary source of data was the employee of the institutions selected, secondary data from records and archives were also used to determine task accomplished and in which duration.

3.4 Population and Sampling

The study targeted the employees of civil service, business community, and other organizations within Paidha Town council This comprised a total of 80 employees from civil service, private organizational and business community within Paidha town council

3.4.1 Sampling Technique

The stratified random sampling technique was used in the selection of sample elements (top management personnel) from the sampling frame. The population was segregated into several mutually exclusive sub populations, or strata, the process by which the sample was constrained to include fundamentals from each of the segments referred to as stratified random sampling. Stratified random sampling had three main benefits, it increased a sample's statistical efficiency, provided adequate data for analyzing the various subpopulations and enabled different research methods and procedures to be used in different strata (Cooper and Schindler, 2001).

The study population was segmented on the basis of various departments of the organization and will include Finance, ICT, Production, Human Resources and Administration and Procurement. This ensured representation across the various departments. Here, a proportionate stratified sampling approach was used.

3.4.2 Sample Size

According to (Bartlett *et al* 2001), the sample size refers to the act of choosing the number of observations or replicates to include in a statistical sample. The researcher used simple random sampling method to get the samples that was used in this study. The researcher intended to usethe actual sample of 80 respondents for collecting primary data.This was indeed a large sample. Silverman (1997) recommended on the large sample so as to get opinion from the respondents that would allow generalization of the results. This was opposed to the Patton's (2009) idea that small sample was recommended to the quantitative study and the sample were just in few numbers but the way the questions of why and how were asked to the respondents, and followed by probe question, was what generated thick deep descriptions to conform the study. Therefore, sample size for the study was80 employees of various cadres in the institutions selected.

Table 3.4.3 Sample Size Distribution

A total of 80 employee wwas samples as shown below

Table 2 shows sample distribution

Sn	Category of employee	Male	Female	Total
1	Principle officers	3	3	6
2	Senior staffs	10	10	20
4	Junior staffs	27	27	54
	Total	**40**	**40**	**80**

3.5 Research Procedures

A tailor-made structured questionnaire was developed by the researcher, specifically for this study. The data collection method that was used is a structured questionnaire and more specifically, a self-administered structured questionnaire was be preferred. The data collection instrument (structured questionnaire) had to be pilot tested. The problems that was encountered during pilot testing of the data collection instrument were addressed by making necessary adjustments to the questionnaire before administering it on the whole study sample. After reviews of the data collection instrument, the whole study sample were subjected to the data collection instrument.

3.6 Data Collection instruments

The researcher employed a wide range of methods to collect data as provided by Kothari (2005) and these were;

3.6.1 Questionnaires.

Through this method the researcher set questions which were to be posted for the respondents and they were filled by them. Closed and open-ended questions were preferred because theyhelpedthe respondent to make quick decisions and also helped the researcher to code the information easily for subsequent analysis.

Generally questionnaires were preferred by the researcher because they a flexible when conducted personally, easy to analyze, covered a wide range of people. The questionnaires contained the background information of the respondents, how fringe benefits wereused to motivate people, relationship between promotion and employee performance, and role of remuneration on employee performance.

3.6.2. Interview

There were direct face to face interaction between the researcher and the respondent (this was applied to the senior human resource manager who were sampled for the study. It was used by the researcher and hence no rigidity and a number of questions asked and more information in depth were obtained from the respondent.

3.7 Quality control

Validity and Reliability of the instruments.

To ensure and maintain validity and reliability in the study the researcher did the following:

3.7.1 Content validity

To ensure validity of the instrument the study seeked opinions of experts in the field of study especially researchers' supervisor. According to Bridget and Lewin (2005) validity is the degree by which the sample of test items represents the content the test is designed to measure. Validation of the research instruments ensured that the study collects relevant information to answer the research questions.

3.7.2 Reliability of the instrument

Reliability was ensured through test and re-testing method. Questionnaires were administered to a small group of employee in AbangaSub County and then re-administered to the same people. Reliability gave the internal consistency of the data collected

3.8 Data Analysis Methods

It determined that managers needed information and not simply raw data. Researchers generated information by analyzing data after its collection. The purpose of data analysis was to reduce accumulated data to a manageable size, developing summaries, looking for patterns, and applying statistical techniques (Cooper and Schindler 2011). Descriptive analysis was used to

determine the proportions and frequency of the variables. Correlation test was used to draw inferences about the population from the sample and Statistical Package for Social Scientists (SPSS) version 21 was used to facilitate the data analysis. The results were presented in form of tables and graphs.

3.9 Ethical Consideration

The study will consider the following ethical considerations;

3.9.1 Consent

All the samples correspondents were asked for consent and only those that accepted to willingly participate in the research signed a consent form. They were free to withdraw their consent if they wished to do so. The participating correspondents were be paid.

3.9.2 Confidentiality

Confidentiality of the correspondents was maintained. They were notasked names, and privacy was given during the interview process.

3.10 Methodological constrains

Descriptive study design that was used had the following constrains;

Itcould not answer why a phenomenon occurs but answered only what, when and how. This made it difficult to establish cause and effect relationship, it also had potential for bias in data collection for instance self-reporting, social desirability.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.0 Introduction

This chapter contained the presentations of the research findings on the key factors that influence employee motivation andthe impacts of the different motivation strategies in Paidha Town Council.Discussions and analysis of the different responses to some key questions were also discussed in this chapter. Tables, graphs and pie charts were used in the presentations.

4.1 Response rate

Out of a sample size of 80 respondents, 72 (90%) managed to respond to the questionnaire instrument, while 8 respondents, that is, (10%) were not in position. This non response may be

attributed to factors like failure to get time due to their tight work schedules. Therefore, the response rate of 90% was used.

4.2 Results

Background information of respondents.

This section showed the gender, age and occupation of respondents, with terms of employment of all the respondents.

Gender of respondents.

Respondents were asked to state their gender and the following data was obtained

Table 2: Showing responses to gender with respondents.

Gender	**Frequency**	**Percentage (%)**
Male	44	61
Female	28	39
Total	72	100

Source: primary data 2025

The above presentation shows that the gender sensitivity of the respondents in which 61% of the respondents were male and the female counterparts made the contribution of 39% towards this research. The major implication behind this is that the researcher was to express the gender sensitivity and offered opportunity to both genders to express their views. This information was collected using questionnaires and interview method. However, the large male respondents could

be attributed to the fact that there was more male in comparison with the female counterparts in the research study.

Age of the respondents.

The respondents were asked to show their age brackets and the following data was obtained.

Table 4: Showing responses to age brackets of respondents.

Age bracket	**Frequency**	**Percentage (%)**
19 and below	1	1
20-29	13	18
30-39	25	35
40-49	23	32
50-59	8	11
60 and above	2	3
Total	**72**	**100**

Source: primary data 2025

The table above shows the analysis of the age bracket of respondents at PTC, the findings showed that majority, 35% of the respondents were between 30-39 years, closely followed

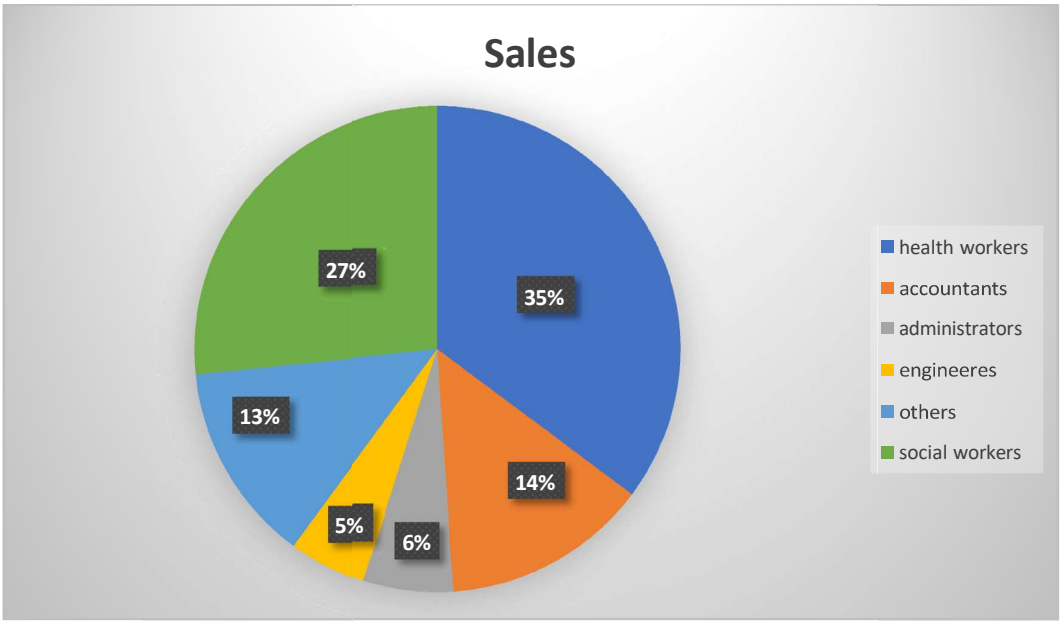
by32% were between 40-49. 18% were between 20-29 years, while 11% of the respondents were between 50-59 years. Only 3 were 60 and above while the least representation was 1% of these 19 years and below This implied that PTC had more employees between 30-39 and 40-49 as such information was obtained from questionnaires which were given to the respondents.

The majority of the employee are in middle age. Very few youth are employed according to the information obtained from the questionnaire.

Occupation

The occupation of the correspondence were summarized in the chat.

The pie chart below showed the occupation of the correspondents.



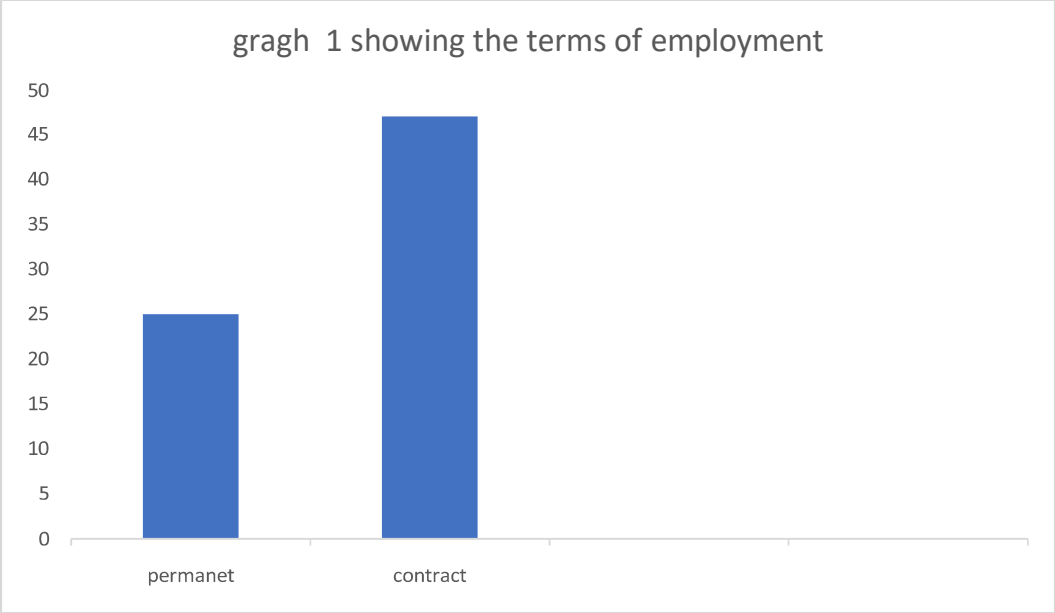
Pie chart I, source primary data 2025.

According to the data, the majority of the respondents were health workers at 35%, followed by social workers at 27%, then accounts and others at 14%and 15% respectively. Least representation were by administrators and engineers with 6% and 5% .

Terms of employment

The terms of employment of the respondents are represented in the graph.

The graph below show the terms of employment of the respondents



Source: primary data 2025

Incentives are good motivation strategy with all the respondent agreeing strongly to it. Financial incentives take upper hand over non-financial incentives with 59% and 41% respectively. Incentives are also a powerful tool as 75% of the respondent agree that it influences their output.

Promotion and employee performance

Is promotion carried out in Paidha town council?

The respondents were asked whether there was any promotion carried out at PTC and these were the responses.

The different motivation strategies in PTC

Table 5 showing different motivation strategies

Motivation strategy	**Frequency**	**Percentage**
Non-financial incentives	25	35
Financial incentives	30	42
All the above	17	23
Total	**72**	**100**

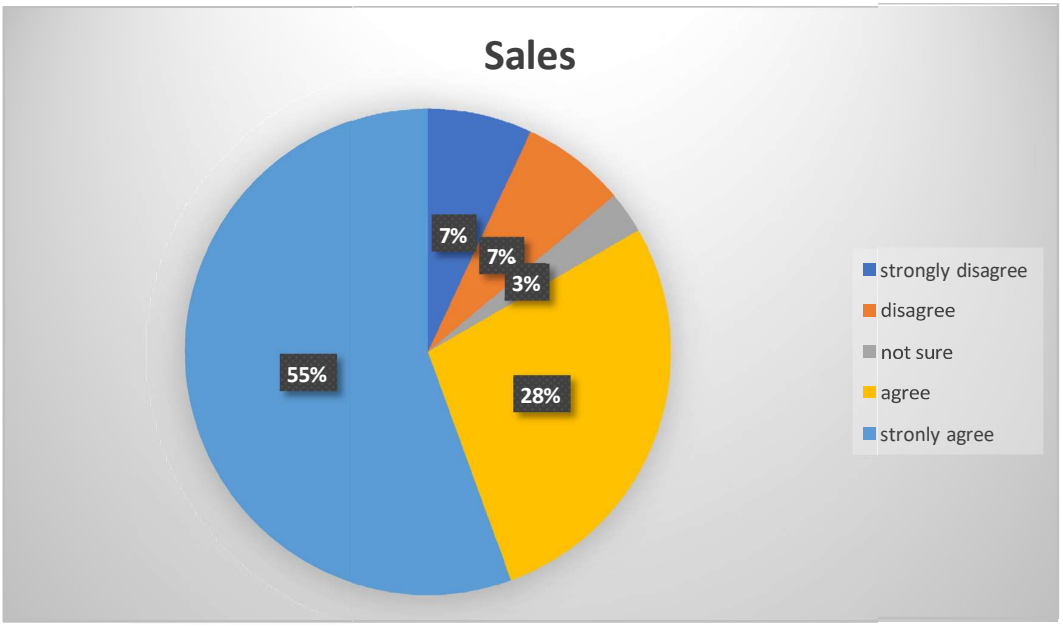
Source: primary source 2025

The table above, shows that the respondent prefer financial incentives with 42%. While non-financial incentives have 35% and those who prefer both are only 23%.

Is there any effect of promotion on employee performance?

The respondents were asked if their existed any relationship between promotion and employee performance and this is what they stated.

Fig 3 showing effect of promotion on employee performance



Source: primary data 2025

The above pie chart shows that 82% of the respondents agreed with the concept and 14% of the respondents disagreed. Therefore, it implied that there was a relationship between promotion and performance of employees as the majority agreed, and stated that it motivates employees, calls for increased salaries and privileges thereby increasing morale and thus improved performance as information obtained from the questionnaires. The 14% respondents who disagreed stated, that promotion calls for more responsibilities causing work load, which may not improve performance thus affecting performance at PTC Information got from the questionnaires and interview.

Does promotion of employees play an important role in the performance of employees?

The respondents were asked whether promotion of employees play an important role in the performance of employees.

Table 6 showing whether promotion plays an important role in performance of employees

Responses	**Frequency**	**Percentage**
Strongly agree	36	50
agree	21	29
Not sure	0	0
disagree	15	21
Strongly disagree	0	0
Total	**72**	**100**

Source: primary data 2025

From the table above, it shows that 79% of the employees agreed with the concept, 0% not sure, and 21% disagreed that promotion plays an important role in the performance of employees as data obtained from the questionnaires. This implied that promotion at PTC played an important role in the performance of employees since the biggest percentage strongly agreed and others also agreed. The same in line with Tjinsite and TotTington (2001) said that promotion stimulates self-development and creates interest on the job, which increases employee morale thus leading to increased employee performance.

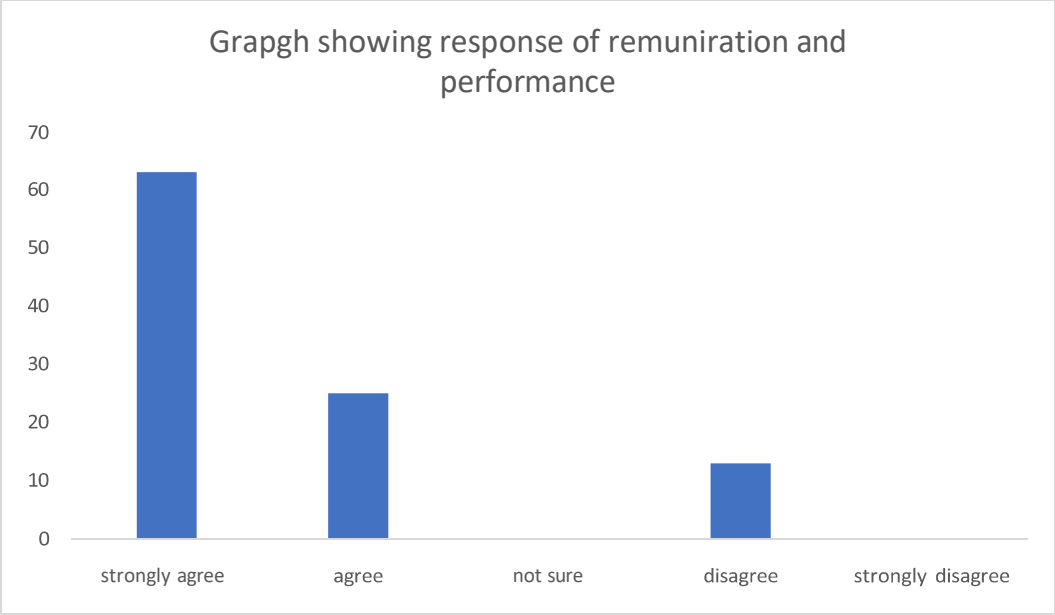
But those who didn't agree indicated that to some extent promotion was not an important role in employee performance as it at times based on favoritism, thus affecting performance at PTC

Remuneration and employee performance

Is there any remuneration carried out at PTC?

60 % of the respondents answered affirmative while 40% answered no to the question

The respondents were asked if the remuneration at PTC improved the employee performance and below were their responses.



Source: primary data 2025

From the above graph. 87% of the respondents agreed that remunerations improves performance, 13% of the respondents disagreed, which information obtained by the use of questionnaires and presented in the graph. Those who agreed gave examples of remuneration such as timely pay of allowances, salaries and wages thus motivating employees to perform which is in line with Investopedia (2010), explains remuneration as the total compensation received by an executive who includes not only the base pay salary but bonuses and other forms of compensation. And the 13% of the respondents who disagreed with the concept said that they had never received any form remuneration and late pay of salaries and wages thus affecting employee performance at PTC.

Effects of motivation on employee performance

Table 7 shows respondents responses on the major impacts of motivation on organizational performance.

Impact	**Frequency**	**Percentage (%)**
Improves employees level of efficiency by reduced absenteeism	14	19.4
Helps employees to meet their personal goals and increased productivity	19	26.3
Leads to greater employee satisfaction and reduced stress	13	18.2
Brings employees closer to the organization and reduced turn over	11	15.3
Helps in employee team bonding	8	11.1
All the above	7	9.7

Source data 2025

14 respondents representing 19.4% indicated "improving employees' level of efficiency"; 19 respondents representing 26.3% indicated "helping employees to meet their personal goals"; 13 respondents representing 18.2 % mentioned "employee satisfaction"; 11 respondents representing 15.3% indicated it "brings employees closer to the organization"; 8respondents representing 11.1% indicated "helps employee team bonding"; 7 respondents representing 9.7% indicated all the above.

Conclusion

In this chapter, the data collected showed that both male and female employees were interviewed, from different occupation in PTC. Findings from the study suggest that incentives, recognition and employee appraisal, meeting employee expectations that

On the impacts of motivation on performance, the study found out that the organizational performance increases with improved employees' level of efficiency, helping employees to meet their personal goals, employee satisfaction, and helping employees bond with the organization

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presented the summary of the findings of the study for the previous four chapters. It also included the general conclusions, recommendations for the study and areas of further research. Summary of Findings and discussions on employee motivation and performance.

5.1 summary of the findings

In the study, the first objective was to find out the key factors that influence the employee motivation in PTC. Incentives and specifically, financial incentives were identified to have highly motivated the employees, these include allowances and salary being paid timely. others included non-financial incentives like recognition were equally important in employee motivation. Other motivating strategies like staff promotion, and leadership were instrumental in staffs' motivation. Yet very few staffs were given promotion in the last six months.It was found out that there areemployers tries so much that they give out the benefits that suites theemployees andalso ensures that the giving of benefits is done on merit and they also understand the fact that the people need to be given extra support alongside their monthly base salaries which motivates employees thus affecting the performance of employees in paidha town council . The study found out that Paidha town council considers several factors when promoting such as performance and it's done after carrying out performance appraisal, and one who qualifies gets the chance to be promoted.Employee with permanent terms of employment are more motivated compared to the get motivated to do work thus affecting employee performance in Paidha town council. Upon the study found out that Paidha town council considers many factors when motivating their employees. They consider the fact that they have to pay their employees salary and of cause they ensure that their employees are paid at the right time. They ensure that they pay their employees a reasonable amount of salary according to their jobs rank level of experience and seniority in doing job, their handling of issues while at work, this implies that employees at Paidha town council are motivated using both monetary and non monitary benefits. Generally,in the study, it was found out that motivation is very impactful on employees' performance,it improvedemployees' level of efficiency by reduced absenteeism, helped

employees to meet their personal goals and increased productivity, led to greater employee satisfaction and reduced stress, brings employees closer to the organization and reduced turn over and helped in employee team bonding

Recommendation

From the study conducted on in PTC, on employee's motivation, the following recommendation can be made.

1. It is necessary for employers to keep their employees motivated, this can be done by both the financial and non-financial means,recognition,promotion of staffs, good leadership and having stress free environment
2. Every employer should carry out satisfaction survey among employees and appraisal of staffs. This provides opportunity for the organization to easily identify employees needs and concerns and keep them motivated

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Questionnaire

Before preceding to answer the questions, kindly read through the note and then sign in the consent.

Note. Participation in this study is voluntary, any view you give in will be treated with privacy and is only meant for the purpose of the study.

I hereby consent to take part in the research willingly.

Sign……

BIODATA (tick best options)

1. Age

a. 19yeasr below ☐ b. 20-29 years ☐ c. 30-39years ☐

d. 40-49 years ☐ e. 50- 59 years ☐ d. 60 above ☐

2. Gender

a. Male ☐ b. Female ☐

3. Occupation.

a. Health worker ☐ b. Accountants ☐ c. Administrators ☐

d. Engineers ☐ e. Casual workers ☐ f. Social workers ☐

g. others (specify)……..

4. Terms of employment

a. Contract ☐ b. Permanent ☐ c. Probation ☐

5. Are you satisfied with the support from the human resource department?

a. Satisfied ☐ b. Neutral ☐ c. Dissatisfied ☐

6. Management is really interested in motivating the employee

a. Yes ☐ No ☐ c. Neutral ☐

7. Which type of incentives motivates you more?

a. financial incentives ☐ b. non-financial incentives ☐ c. Both ☐

8. How far are you satisfied with the incentives provided by the organization?

a. Satisfied ☐ c. Neutral ☐ d. Dissatisfied ☐

9. Do you think that the incentives and other benefits will influence your performance?

a. Strong influence ☐ b. Do not influence ☐ c. No opinion ☐

10. What factors demotivates you at work most?

a. Job profile ☐ b. Company policy ☐ c. Work environment ☐

d. others ☐

11. Does the management involve you in the decision making which are connected to your department?

a. Yes ☐ b. No ☐ c. Occasionally ☐

12. Are you encouraged to come up with new and better ways of doing things?

a. Yes ☐ b. No ☐

13. Have you been promoted at work in the last six months?

a. yes ☐ b. No ☐

14. Have you been nominated for training and development programmes for the last six months?

a. Yes ☐ b. No ☐

15. I'm satisfied with the salary I draw from the company.

a. Agree ☐ b. Dis agree ☐ c. Neutral ☐

16. What is the single biggest action Organization could take to immediately improve your motivation?

17. If you were to leave the Organization today, what would be the primary reason for your decision? (Please explain briefly).

18. according to you, what are the impact you have in organization when you are highly motivated

a. Improves employees level of efficiency by reduced absenteeism ☐

b. Helps employees to meet their personal goals and increased productivity ☐

c. Leads to greater employee satisfaction and reduced stress ☐

d. Brings employees closer to the organization and reduced turn over ☐

e. Helps in employee team bonding ☐

f. All the above ☐

UGANDA CHRISTIAN UNIVERSITY

A Centre of Excellence in the Heart of Africa

ARUA CAMPUS
Date: Wednesday 23rd April, 2025

PERMISSION GRANTED PROCEED

SENIOR ASSISTANT TOWN CLERK
26 APR 2025
PAIDHA TOWN COUNCIL

To
The Assistant Town Clerk, Paidah Town Council
P.O Box, 1
Zombo, Uganda.

Dear Sir/Madam,

RE: REQUEST FOR PERMISSION TO COLLECT DATA

This is to introduce to you **Ms. Nyamer Ruth**, with Registration Number: **S23/ASC/BBA/017**, a student of Uganda Christian University Arua Campus pursuing Bachelor of Business Administration. As a partial fulfilment of the requirements for the award of the above degree, she is to carry out a research study. The purpose of this letter is to kindly request your office to allow her access to your organization to obtain some information for the study.

The study is on the topic: ***Employee motivation and Organizational performance in Paidah Town Council.***

The information obtained will strictly be used for the study purpose.

Any assistance rendered to her will be highly appreciated.

Thank you

Yours sincerely,

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ARUA CAMPUS
23 APR 2025
HOD BUSINESS ADMIN
P.O.BOX 356, ARUA (U)

.....
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Head of Department school of Business - Arua

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