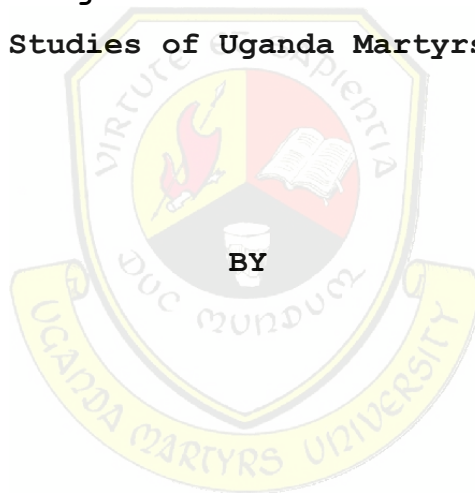


**ASSESSING THE EFFECTS OF EMPLOYEE MOTIVATION ON ORGANIZATIONAL
PERFORMANCE**

Case Study: Birunga Dairy Industries-Kisoro

**A Dissertation Submitted to the Institute of Ethics and
Development Studies in Partial Fulfillment of the Requirements
for the Award of a Degree for Bachelor of Arts in Ethics and
Development Studies of Uganda Martyrs University.**



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Dedication

I dedicate this study to all individuals whose assiduous efforts and contribution have brought me this far in my academic journey. In a special way, I would like to dedicate this to my family; my mother Nyirakamana Silvia, Bihiira Mediatrice Byaruhanga, Mrs. Mujeneza Bonny, Uzamukunda Jackline and Mukasibo Phionah and friends (Nkurunziza Gilbert, Atwijukire Emmanuel, Kwizera Keneth, Kiconco Abias, Ofoymungu Vivian) without whom I would not have discovered my true identity driving me to come this far in life, thank you.

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List of acronyms

C.V.I	Content Validity Index
GDP	Gross Domestic Product
PSM	Public Service Motivation
QWL	Qualities of Work Life

Abstract

The majority of Organization are competing to survive in this volatile and fierce Market environment. Motivation and performance of the employees are essential tools for the success of any organization in the long run. The study sought to find out the effect of employee motivation on organizational performance.

The specific objectives included to find out how employees are motivated in an organization, to analyze why employee motivation has not improved organizational performance, to find out the strategies to use to improve employee motivation.

The research adopted a case study design utilizing a qualitative and quantitative research methodology. It involved a total of 50 respondents consisting of a general manager, supervisors, accountant, production Managers and support stuff. The respondents were selected through Random sampling and purposive sampling is where respondents are chosen for their potential to yield the right information. Data was collected using self-administered questionnaires and interview guides and was analyzed using Excel program.

The findings revealed that employees were motivated by giving them allowances, holidays, training, salary increment and good working conditions. It was also revealed that the reason as to why employee motivation has not improved organizational performance are training of employees that leads to increased turnovers, good wages. It was also established that some of the strategies being implemented to improve on the performance of employees include, offering financial incentives such as allowances, salary increment, ensuring effective management, ensuring good working conditions, organizational leaning through training of employees and extrinsic motivation of employees in Birunga Dairy Industries.

In regard to the findings, it was concluded that employee motivation at Birunga Dairy Industries has encouraged employees to work harder, to be committed to the organization and more to feel recognized for their effort.

CHAPTER ONE

GENERAL INTRODUCTION

1.0 Introduction

This study assessed the effect of employee motivation on organizational performance. The case study was Birunga Dairy Industries in Kisoro District.

This chapter covers an introduction to the study, definition on terms, background to the study, the problem statement, the purpose of the study, specific objective, research question, justification of the study, signification of the study, the scope of the study, conceptual framework, and conclusion.

1.1 Definition of the Key terms

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

Organizational Goals: A concept, which refers to the focus of attention and decision-making among employees of a sub-unit.

Organizing: This involves the complete understanding of the goals of organization, the necessity of proper co-ordination, and the environmental factors that influence the goals and employees within the organization.

Employee attitudes: Mental state of readiness for motive arousal.

Performance: The act of performing; of doing something successfully; using knowledge as distinguished from merely possessing it; A performance comprises an event in which generally one group of people (the performer or performers) behave in a particular way for another group of people.

Efficiency: The ratio of the output to the input of any system. Economic efficiency is a general term for the value assigned to a situation by some measure designed to capture the amount of waste or "friction" or other undesirable and undesirable economic features present. It can also be looked as a short run criterion of effectiveness that refers to the ability of the organisation to produce outputs with minimum use of inputs.

Motivation: Motivation can be referred to as the desire to things. Motivation can also be referred to the drive that causes an employee to decide on what to do.

Organizational performance: This refers to the actual output or results of an organization as measured against its intended output.

1.2 Background of the study

Employee motivation is the level of energy, commitment, and creativity that a company's workers apply to their jobs. Motivation of employees programs are of strategic importance to organizations and the employees (Evern and Jessica, 2005).

Employee motivation is the degree of personal and professional satisfaction that an employee enjoys in his/her life Cole (2004). This is an issue of vital concern to businesses since it is well established that a motivated workforce will achieve much better results than an unmotivated one. Some of the problems associated with unmotivated workers include complacency, declining morale, and widespread discouragement. If allowed to continue, these problems can reduce productivity, earnings, and competitiveness in the industry (Bainbridge and Carol, 2006). Motivation is high when workers believe that high levels of effort leads to high performance leads to attainment of the desired outcomes (Gareth and Jenifer, 2006).

Around the world today, in many organizations, customers are demanding higher quality, lower costs and faster cycle times. In order to meet these requirements, organizations must continually improve their overall performance. Rapid changes in technology and improved processes have also thrown a big challenge to organizations, however most important competitive advantage for any organization or firm is its workforce and these workers must remain competent (Wayne et al., 2002). This can be done by motivating these workers through training, salary increment and ensuring of good working conditions in organizations.

In the East African region, employees' motivation has always been a central problem for leaders and managers. Unmotivated employees are likely to spend little or no effort in their jobs, avoid the work place as much as possible, exit the organization if given the opportunity and produce low quality work. Concern for strategic integration, commitment flexibility and quality, has called for attention for employees motivation and retention. Given this perception, the principal in an organization feels unable to predict an agent's behavior in any given situation and so brings into play various measures to do with incentives in order to tie employee's needs to those of their organization (Bandura, 2006)

Uganda is seen as a less competitive country in terms of worker productivity compared to neighboring countries more especially Kenya (Bernard, 2013). Most companies, if not all including Birunga Dairy Industries look forward to improving their worker productivity. But employees without motivation (intrinsic and/or extrinsic) will not work towards fulfilling organisational mandates. In addition, the organization's management must help to structure work in an appropriate manner and to encourage cooperation, communication and meaningful jobs for the employees. However, this is seen to be

missing in Birunga Dairy Industries and therefore, in order to increase work effectiveness and performance, it is important to address a number of issues, including increasing motivation among employees, making them feel satisfied with their job, and increasing their job-related well-being in general.

1.3 Statement of the problem

Studies demonstrate that employee motivation and organizational commitment goal is usually to increase productivity (Australia and Thompson, 2004). In many organizations employee performance is always deteriorating thus affecting the success of these organizations. Although Birunga Dairy Industries has tried to motivate its employees by giving them allowances, holidays, training and salary increment, indicators show that their performance has not improved.

Therefore, this study tries to show how employee motivation in an organisation such as Birunga Dairy Industries can improve organisation performance.

1.4 The general objective of the study

The general objective of the study is to find out the effect employee motivation on organizational performance

1.4.1 The specific objective of the study

- To find out how employees are motivated in an organization.
- To analyze why employee motivation has not improved organizational performance.
- To find out the strategies to use to improve employee motivation.

1.5 Research questions

The study was testing the research questions that:

- How are employees motivated in an organization?
- Why has motivation not improved organizational performance?
- What are the strategies to use to improve employee motivation in an organization?

1.6 The scope of the study

The study covers the content scope, geographical coverage, time scope.

1.6.1 The content scope

This study focused on assessing the effect of employee motivation on organizational performance. The content of this study was mainly focusing on how the employee are motivated that is through salary increment, training employees, ensuring good working conditions and how it affects organisational performance that productivity, earnings and competitiveness.

1.6.2 Geographical Scope

The research studied was Birunga dairy industry in Kisoro district located at Nyakabande Road, Kabira-Kisoro. Milk processing and production of Yogurt are some of the activities at Birunga Dairy Industries.

1.6.3 Time Scope

The time scope was the period between 2010 and 2015. This was considered enough period from which data or information regarding the research topic was gathered reliably, as the target organization has been in operation during this time.

1.7 The significance of the study

This study will help the researcher acquire skills in research, knowledge about employee motivation and also obtain a degree.

The study will also show why there is need to motivate employees and how it increases organizational performance

This in turn will encourage Birunga Dairy Industries to adopt employee motivation in order to ascertain their goals and objectives are achieved by employing measures that encourage the investors to buy more of their products.

1.8 The justification of the study

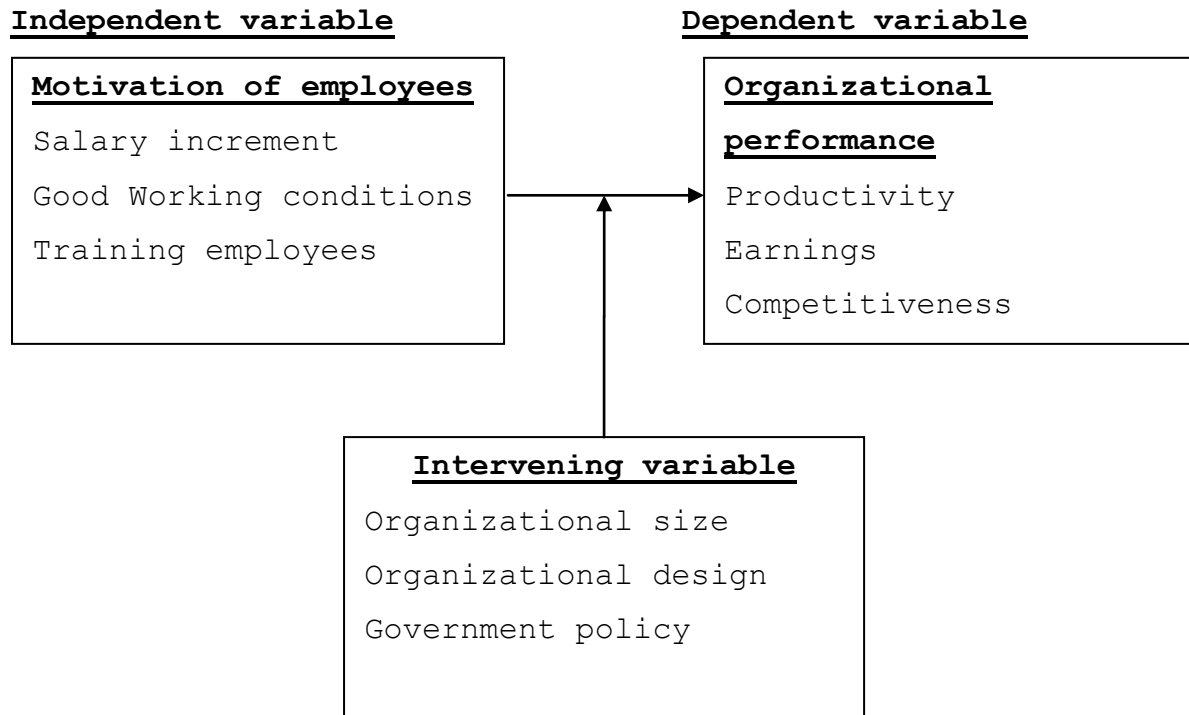
This study was justified because employee motivation is considered to be an important tool in performance of an organization. Organizational performance today has decreased and therefore there is need to find solutions to this problem.

The findings may motivate other researchers to identify gaps which may arise from the current study hence it may act as secondary data for future researchers conducting studies in a similar field.

The study is a requirement for the award of degree of Bachelors of Arts of Ethics and Development Studies.

1.9 The conceptual framework of the study

This research followed a conceptual framework in the figure below which shows motivation of employees as the independent variable and organizational performance as the dependent variable in assessing the effect of employee motivation on organizational performance.



Source: Generated by the researcher.

The conceptual framework above shows the variables within the study and how they relate or influence one another. There are three variables within the study as shown above but the major variables which others relate to are; the independent variables which include; salary increment, good working conditions, training employees and the dependent variables which include; productivity, earnings, and competitiveness. The other variables are intervening variables which include; organizational size, organizational design, and Government policy.

The independent variables in the study are the ways employees are motivated and these include, salary increment, good working conditions and training employees whose effects can be measured in the dependent variables that is to say, productivity, earnings and competitiveness. The intervening variables which are organizational size, organizational design and government policy are those that link the independent variables to the dependent variables by facilitating a better understanding of the relationship between the two variables.

It is important to note that salary increment, good working conditions and training of employees are some of the ways employees are motivated and this can increase the work rate of employees which leads to improved organizational performance that is to say, increase in productivity, increase in earnings, and gaining a competitive advantage over other firms.

1.10 Conclusion

Having highlighted the background of the study from three perspectives; global, regional and national levels, the research objectives, illustrated the variables with the study, the next chapter will focus on an examination of what other authors, writers and scholars have written in relation to the research topic and will ensure to find out the knowledge gap in the study.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter examines the literature relevant of the study. It follows the term, the review of Theories guiding this study and empirical review of this literature. The rational of the study is to assess the effect of employee motivation on organizational performance. The literature under review was obtained from journal articles, websites and texts book.

2.1 Theoretical framework

2.1.1 Maslow's Need hierarchy theory

The American motivation psychologist Maslow (1943) developed the Hierarchy of needs consistent of five hierarchic classes. It shows the complexity of human requirements. Maslow (1943) says that first of all the basic requirements have to be satisfied. The basic requirements build the first step in his pyramid. They decide about to be or not to be. If there is any deficit on this level, the whole behavior of a human will be oriented to satisfy this deficit. Subsequently we do have the second level, which awake a need for security. Basically it is oriented on a future need for security. After securing those two levels, the motives shift in the social sphere, which form the third stage. Psychological requirements consist in the fourth level, while the top of the hierarchy comprise the self- realization.

2.1.2 Herzberg's two-factor theory

Herzberg(1987) two-factor theory, known as intrinsic/extrinsic motivation, concludes that certain factors in the workplace result in job satisfaction, but if absent, they don't lead to dissatisfaction but no satisfaction. The factors that motivate

people can change over their lifetime, but "respect for me as a person" is one of the top motivating factors at any stage of life. He distinguished between: Motivators; (for example challenging work, recognition, responsibility) which give positive satisfaction, and Hygiene factors; (for example status, job security, salary and fringe benefits) that do not motivate if present, but, if absent, result in demonization.

2.1.3 Vroom's valence x expectancy theory

The most widely accepted explanations of motivation have been propounded by Vroom (1964). His theory is commonly known as expectancy theory. The theory argues that the strength of a tendency to act in a specific way depends on the strength of an expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual to make this simple, expectancy theory says that an employee can be motivated to perform better when there is a belief that the better performance will lead to good performance appraisal and that this shall result into realization of personal goal in form of some reward. Therefore an employee is: $Motivation = Valence \times Expectancy$. Vroom (1964) proposes that people are motivated by how much they want something and how likely they think they are to get it. It will be prudent for management to reward workers their heart's desires than giving them something that, in the long run may not please them, hence not compensating their efforts.

2.1.4 Equity Theory

According to Equity Theory is derived from social exchange theory. It explains motivation in the workplace as a cognitive process of evaluation, whereby the employee seeks to achieve a balance between inputs or efforts in the workplace and the outcomes or rewards received or anticipated. In particular, Equity Theory research has tested employee sentiments

regarding equitable compensation. Employee inputs take the form of work volume and quality, performance, knowledge, skills, attributes and behaviors. The company-generated outcomes include rewards such as compensation, praise and advancement opportunities.

The employee compares his inputs relative to outcomes; and, then, extrapolating to the social context, the employee compares his input/outcome ratio with the perceived ratios of others. If the employee perceives an inequity, the theory posits that the employee will adjust his behavior to bring things into balance. Equity Theory has proven relevance in situations where an employee is under-compensated. If an employee perceives that he is undercompensated, he can adjust his behavior to achieve equilibrium in several different ways.

One strategy for reaching higher goals and development is motivation. Employees are motivated to render quality service and effectiveness which means that motivation is a key factor for progress within an institution or organization. A profound knowledge of motivation and its meaning is therefore essential for success of the institution (Paré 2001). Motivating employees is essential for the achievement of organizational goals.

2.2 Empirical literature

In the view of Halepota (2005), motivation is crucial for organizations to function; without motivation employees will not put up their best and the company's performance would be less efficient.

Motivation refers to the forces within or beyond a person that arouse and sustain their commitment to course of action. (Boddy, 2008).

According to Dubin (2002), "Motivation is the complex of forces starting and keeping a person at work in an organization. Motivation is something that puts the person to action, and continues him in the course of action already initiated". Motivation refers to the way a person is enthused at work to intensify his desire and willingness to use his energy for the achievement of organization's objectives. It is something that moves a person into action and continues him in the course of action enthusiastically.

According to Muogbo(2013), Motivation is a progression of moving and supporting goal directed behavior (Chowdhury,2006). Motivation, according to Bulkus & Green (2009), motivation is derived from the word motivate which means a move, push or influence to proceed for fulfilling a want.

Armstrong (2006) defines motivation as a process or course of action that encourages employees to establish goals, take action and attain goal. It concerns with a force that energizes behavior and directs it towards attaining goals. Therefore many approaches such as goal setting approaches, measurement and feedback approach, job design approach and reward and recognition approach have been developed and adopted in the world with the aim of increasing employee performance. Bartol and Martin (1999) in Muogbo(2013) who described motivation as a power that strengthens behavior, gives route to behavior, and triggers the tendency to continue (Farland et al, 2011). This explanation identifies that in order to attain assured targets; individuals must be satisfactorily energetic and be clear about their determinations. In view of Bedian (2003), it is an internal drives to satisfy an unsatisfied need and the will to accomplish (Muogbo, 2013). It is an internal strength that drives individual to pull off personal organizational goals (Reena et al, 2009). Motivation is a set of courses concerned

with a kind of strength that boost performance and directs towards accomplishing some definite targets (Kalimulla et al., 2010).

According to Robbins and Decenzo(2008), Motivation is the willingness to exerts high levels of effort to reach organizational goals, conditioned by the efforts and ability to satisfy. They further asserted that motivation of three key elements thus; effort, organizational goals and needs. This explanation identifies that in order to attain assured targets; individuals must be satisfactorily energetic and be clear about their determinations.

In light of today's business conditions, motivating people to give their best has become more crucial than ever, because of stiff competition and economic uncertainties. The factor that can set apart an organization in this turbulent environment be it in the public or private sectors is its people, therefore establishing and maintaining a stable workforce is a major concern of human resource department. Motivation in the work context is defined as an individual's degree of willingness to exert high level of effort to reach organizational goals (Grant,2008). Naturally, organizations seek out individuals who are motivated to perform well in the workplace. In addition, they hope to employ people who have the ability to motivate others with whom they work; subordinates, peers, and superiors to work harder towards the accomplishment of goals assigned to them. If organizations can motivate employees to become effective problem solvers and to meet or exceed customer expectations, then the organizational goals and objectives can be realized (Parker et al, 2006).

Employee motivation is essential since there is a direct relationship between motivation and productivity. Only through motivation, managers can help their employees generate the excellent performance that enables companies or organizations

to boost profitability and also survive or thrive during tough times. Increased motivation creates the conditions for a more effective workforce, but because work motivation is an interactive process between workers and their work environment, good management and supervision are still critical factors in reaching organizational goals (Drummon, 2000).

According to Muogbo(2013),among financial, economic and human resources, the latest are more essential and have the capability to endow a company with competitive edge as compared to others (Rizwan et al,2010). Organizational performance fundamentally depend on many factors like performance appraisals, employee motivation, employee satisfaction, compensation, training and development, job security, organizational structure and others, but the area of study is focused only on employee motivation as this factor highly influence the performance of employees. Employee motivation is one of the policies of managers to increase effectual job management amongst employees in organizations (Shadare and Hammed, 2009). A motivational employee is responsive of the definite goals and objectives he/she must achieve, therefore he/she directs its effort in that direction (Muogbo, 2013). Rutherford (1990) reported that motivation formulates an organization more successful because provoked employees are constantly looking for improved practices to do a work. Getting employees to do their best work even in strenuous circumstances, is one of the employees most stable and greasy challenges and this can be made possible through motivating them (Muogbo, 2013).

Motivation formulates an organization more successful because provoked employees are constantly looking for improved practices to do a work. Getting employees to do their best work even in strenuous circumstances, is one of the employees

most stable and greasy challenges and this can be made possible through motivating them (Mcgregor and Cutcher, 2006)

Muogbo(2013) argues that, Composition of people which formulate independent business identity for some specific purpose is commonly known as organization and getting desired outcome within defined resource is treated as effectiveness. Organizational effectiveness is the notion of how effectual an organization is in accomplishing the results the organization aims to generate (Muhammad, et al., 2011).It is the net satisfaction of all constituents in the process of gathering and transforming inputs into output in an efficient manner (Mattew et al., 2009). According to Muogbo(2013), Organizational effectiveness is defined as the extent to which an organization, by the use of certain resources, fulfills its objectives without depleting its resources and without placing undue strain on its members and/or society (Mattew et al.,2009).

Employees want to earn reasonable salary and payment, and desire their workers to feel that is what they are getting (Houran, 2010). Money is the fundamental inducement; no other incentive or motivational technique comes even close to it with respect to its influential value (Sara et al., 2004).It has the supremacy to magnetize, maintain and motivate individuals towards higher performance. Herzberg(2009) and his scientific management associate described money as the most fundamental factor in motivating the industrial workers to attain greater productivity(Muogbo,2013). Research has suggested that reward now cause satisfaction of the employee which directly influences performance of the employee (Kalimullah et al., 2010). Rewards are a management tool that hopefully contributes to firms' performance by influencing individual or group behavior (Muogbo, 2013). All businesses use pay, promotion, bonuses or other types of rewards to

motivate and encourage high level performances of employees (Reena et al, 2009). Money can only influence positively if the prospective payment is significantly large in relation to the normal income of that person or employee. This implies that small increases in salaries can only prevent feeling of dissatisfaction, but may not create substantial influence in a person who can be motivated to perform. It is necessary for the amount to be large and this is normally seen in terms of management and performance review within the organization where it was argued by Birungi(2003)that a higher level of motivational reward could be achieved when individuals meet their performance objectives and attract a higher level of pay for that achievement. Muogbo(2013), states that ,to use salaries as a motivator effectively, managers must consider salary structures which should include importance organization attach to each job, payment according to performance, personal or special allowances, fringe benefits, pensions and so on (Adeyanka, et al., 2007). Muogbo(2013) advocates that, Leadership is all about getting things done the right way, to do that you need people to follow you, you need to have them trust you. And if you want them to trust you and do things for you and the organization, they need to be motivated (Baltoni, 2005).

Armstrong (2009) similarly argues that an enabling, supportive and inspirational work environment creates experiences that impact on engagement by influencing how people regard their roles and carry them out. An enabling environment will create the conditions that encourage high performance and effective discretionary behavior. These include work processes, equipment and facilities and physical conditions in which people work, dividing work into manageable units. Physical conditions also have an effect on the morale of workers, job satisfaction is influenced by lighting, temperature control, ventilation, color, cleanliness of the building, quality of

tools and equipment, and such added conveniences as parking facilities and lunch rooms. Attention is paid to provide safe working conditions, job security is a major consideration and personal growth needs are taken into consideration.

Anil (2006) study, which investigated the influence of monetary incentives and its removal on performance, showed that the subjects in the experimental group who receives individual incentives performed better than those in the control group. The result showed that job satisfaction was best predicted by the rewards and cost value of the job and job commitment on the other hand, was best predicted by a combination of rewards, cost values and investment size. Akerele (1991) observes that poor remuneration is related to profits made by an organization. Wage differential between high and low income earners was related to the low morale lack of commitment and low productivity. Nwachukwu (1994) blamed the productivity of Nigerian workers on several factors, among them is employers' failure to provide adequate compensation for hard work and indiscipline of the privileged class that arrogantly displays their wealth, which is very demoralizing to working class and consequently reduced their productivity.

Judging from all these empirical studies and findings, one may generally conclude that a good remuneration package, which ties financial rewards to individual performance, can be expected to result in higher productivity. Another study carried out, which is of importance to this research, is that of (Wood and Yuwei, 2007). He investigated the correlation between various workers attitudes and job motivation and job performance using 290 skilled and semi-skilled male and female paper workers. The study reveals that highly involved employees who were among intrinsically oriented towards their jobs did not manifest satisfaction commensurate with company evaluation of performance. They depended more on intrinsic

rewards as compared to those who were more extrinsic in orientation. The above literature, studies and discussion fully support first hypothesis that recognizing employees work increases their motivation to accomplish tasks and execute responsibilities towards them by the organization.

2.2.1 How employees are motivated in an organization?

Managers most often fulfill their organizational goals through the work of employees. Thus, managers need to have highly efficient and productive staff members. Although many factors contribute to productivity, job performance is viewed to be the most influential one. Job performance itself is a function of four variables: ability, understanding of the task, environment, and motivation (Wentland, 2007). Accordingly, in order to perform well employees need to have the knowledge and tools that are required for the job as well as the will to do what is asked from them. Therefore, motivation can be generally equated with action and the understanding of motivation unfolds to be a key to the success of any private or public organization.

It is important to note that, motivation has long been a central topic for scholars and practitioners. Many theories and approaches have been developed in order to find suitable explanations about employee motivation is or to find out its nature. Relatedly, other researchers or scholars have come up with studies and these studies were conducted in an attempt to discover whether public sector employees have different motivation antecedents than their private sector counterparts. And indeed a special motivation theory, called Public Service Motivation (PSM), was conceptualized to explain how employees differ from private workers in the level and type of their intrinsic desire to work and serve. Ali(2010), business executives around the world agree that attracting, retaining and motivating employees through fair and equitable salary

payments are key business objectives, globally, 21st century. This therefore, makes salary increment among employees vital in influencing their performance which positively affects organizational performance.

Yet, grasping motivation should not be limited to theoretical aspects alone. Managers do not live in ivory towers and they need applicable ways to transfer the concepts of motivation into everyday life practice. This is especially pertinent to the public sector where the latest financial crisis presented governments with an exacerbated situation. On the one hand, the recession has increased the demands on public services, while on the other it has led to a collapse in taxation revenues and, in turn, a retraction in funding of public services (Kearns, 2003). Thus, public sector managers must motivate their employees to perform at the highest levels of productivity and effectiveness.

Employees want to earn reasonable salaries, as money represents the most important incentive, when speaking of its influential value (Sara et al., 2004). It should be noted most of the employees if not all want to earn enough money and therefore to motivate such employees, organizations need to find ways of increasing the salaries of their employees, offer financial rewards to recognize the efforts of these employees and this will definitely motivate the employees which will lead to increased performance of both the employees and the organization in the long run. Financial rewards have the capacity to maintain and motivate individuals towards higher performance, especially workers from production companies, as an individual may use the money to satisfy their needs. Therefore, one should understand that paying employees plays a significant role in establishing the diligence of employees and their commitment to the organization. This therefore can be seen as a key motivator for employees to perform their

tasks which leads to improved performance in the organization. Nevertheless, studies have shown that pay does not boost productivity on the long term and money does not improve performance significantly (Whitley, 2002). However, one should understand that focusing only on this aspect might demoralize the attitude of employees on the organization, as they might pursue only financial gains. In addition, there are other non-financial factors that can positively influence the motivation of employees, and these include; rewards, performance feedbacks, social recognition of employees for their efforts, training among others. Birungi(2003) argues that monetary rewards as a complicated motivator could be considered or associated with several levels of needs which might treat it as either a prime motivator or low scale motivator. Therefore, in order for organizations to improve on their performance, then management should be able to provide adequate level of remuneration and should pay attention to social issues that might also need money.

It is important to note that various researches have revealed or suggested that rewards as a motivating factor also lead to job satisfaction, and influences directive and positively the performance of the employees in turn. It should therefore be noted that, rewards are efficient tools of management when trying to influence individual or group behavior in trying to improve organizational effectiveness or performance. Most of the companies today use pay, bonuses, allowances, promotions among other types of rewards to motivate their employees in order increase their performance. In order to use salary as a motivator, managers have to develop salary structures, according to the importance of each job, individual performance and special allowances. Employees can also be motivated through proper leadership, as leadership is all about getting thing done the right way. In order to achieve these goals, the leader should gain the employees' trust and

make them follow him. Nevertheless, in order to make them trust him and complete their tasks properly for the organization, the employees should be motivated (Baltoni, 2005). The leaders and the employees help one another to attain high levels of morality and motivation.

Trust represents the perception of one individual about others and his willingness to act based on a speech or to comply with a decision. Therefore, trust is an important factor for an organization that wants to be successful, as it has the ability to enhance employees' motivation and foster interpersonal communication. Irrespective of the degree of technical automation, attaining high levels of productivity is influenced by the level of motivation and effectiveness of the staff. Therefore, developing and implementing employee training programs is a necessary strategy to motivate workers. In addition, a good communication between the managers and the workforce can instigate motivation, as the degree of ambiguity decreases.

Closing the skills gap is now a critical area of human resource development for organizations to continuously penetrate the market. Skills gap basically threatens the productivity and competitiveness both in organizational and operational levels. This requires that human resource management professionals should start the cultivation of the workforce from the recruitment period. However, this is not easy considering that there are specific works which require customization of skills and that not all newly hired employees acquire social skills aside from the basic skills. In responding to the challenges of the skills gap and skills deficiency, Human Resource professionals have to develop programs that will address the problem (Sims, 2006).

It is important to note that building the organization is an imperative for the existence and survival of modern organizations. Consistently, companies are investing on their internal customers or employees thus taking advantage of the human capital management. Sense of ownership is also an important factor that requires Human Resource professionals to develop strategies that will ensure superior knowledge, skills and experience to settle within the workforce. Learning activities put skills enhancement and development assignments at its core as well as empowerment and career development. This is lifelong learning which guide the organizations particularly human resource department to make an ongoing investment with organizational members and help them build their competencies (Sims, 2006).

The purposes of learning from the employee perspective are basically to acquire skills and knowledge to do the job and to gain promotion and advance career. In facilitating career changes, development also caters for the personal and professional developments of the employees. Learning can be defined as knowledge obtained by self-directed study, experience, or both; the art of acquiring knowledge, skills, competencies, attitudes, and ideas retained and used; or a change of behavior through experience (Mullins,2005). Senge (2006) believes that learning has little to do with taking in information; rather it is a process that enhances capacity. Learning is about building the capacity to create that which one previously could not create.

2.2.2 Why motivation has not improved organizational performance?

Given the given emphasis in recent years on people as a key source of competitive advantage, it is not surprising to see corporate initiatives introduced to "buy" employee commitment. (Marchington and Wilkson, 2008).To motivate is to create a

desire or willingness to perform in the manner in which managers want to get the work done which is distinct from the capacity to work. The underlying concept of motivation is some driving force within individuals by which they attempt to achieve some goals in order to fulfill certain needs. It is a feeling or an urge to do or not to do a thing to fulfill certain need (Bloisi et al., 2003). It is important for management to know and understand what motivates people as it affect workers' performance, recruitment and retention. Also employees must think through what expectations they have of work and whether they are happy with their lot.

Researchers have studied employee motivation at length; the biggest misconception was that good wages were always the primary motivational factor among employees regardless of the industry by which they are employed (Bacal, 2007). This generalization or supposed knowledge has misdirected frontline supervisors of industrial workers for years. Effective employee motivation has long been one of management most difficult and important duties. Success in this endeavor is becoming more challenging in light of organizational trends to downsize and in relation to the demands associated with managing a diverse workforce (Trinkaus, 2004). Employee motivation is a complex process as individuals are complex, diverse and often difficult to predict. No one theory of motivation can explain human motivation particularly across diverse cultures. According to Nelson and Spitzer (2000), although cash or monetary rewards are welcomed by employees, managers should never use this as a tool to influence their employees to improve their performance levels. Should this happen, there is a chance that the essence of the reward or compensation would be forgotten. According to Bowen(2000),warned that managers should be aware of non-rewards. Such rewards should be used sparingly, and should not be used all the time. They are also described to be passive,

and they do not necessarily lead to positive behaviors in the long term.

Managers need to spend more time on motivating their employees in order to extend their existence. Employees make up an organization and if they do not have organizational commitment, then there is no incentive to excel at their jobs. A 1988 study showed that eighty-six percent of organizations struggled with attracting new employees and fifty-eight percent of those organizations expressed challenges with regards to retaining current employees (Mohammed et al., 2000). Although this study is older, the information is still relevant today. Studies show that when ten professional employees of an organization leave, that organization loses roughly one million dollars (Mohammed et al., 2000). In addition to the financial loss, they also suffer the loss of knowledge and experience the individual(s) may have, which is one of the most valued employee assets. This cost could be avoided or lessened by motivating employees by keeping them involved and committed to the organization.

There are two important reasons as to why employees should be motivated and these are; to achieve their own personal goals and the organizational goals (Rodwell, 2007). In a study done by the Society for Human Resource Management, they found that eighty-six percent of the people they surveyed were satisfied with their jobs (SHRM). This number could increase if the soon to be discussed techniques are implemented in the specific work sites. In a different study by Career Vision, they found that thirty-three percent of employees feel as though they have reached a dead end in their career ("Job Satisfaction Statistics"). The theories of motivation prove that there is need for motivation in all workplaces and explain the most effective ways of motivating employees with financial and non-financial means. The final question is: how and in what ways

can managers motivate their employees to make them more productive to the organization? Nevertheless, studies have shown that pay does not boost productivity on the long term and money does not improve performance significantly (Whitley, 2002). Moreover, focusing only on this aspect might deteriorate employees' attitude, as they might pursue only financial gains.

Mohammed et al., (2000) states that Motivation is a state of mind. An employee with a motivated state of mind experiences feelings of control over the job to be performed, awareness of the context in which the work is performed, accountability for personal work output, shared responsibility for unit and organizational performance, and equity in the rewards based on individual and collective performance. Lorensen (2012) label motivation as an enabling process or an object occurs from a joint allocation of possessions and prospects which boost decision making to accomplish change. They also suggested that motivation is more than a mere process, solution, or exemplar as is, for instance, prevention. Instead, they posit that motivation is the process to which the primary energies of psychologists, counselors, social workers, and others should be directed and through which most of the goals for social and individual change will be most appropriately accomplished.

2.2.3 The strategies to use to improve employee motivation in an organization

Motivation strategy should aim to increase the effective contribution of members of the organization in achieving its objective. Motivation strategy will refer to the performance of management and reward systems and in particular to the type and scale of financial incentives which are to be provided. But it will also be concerned with other process which should yield favorable attitudes including job design participation, joint objective setting career development and any other

processes relating to the individual need to achieve and maintain a sense of personal wealth and importance. Motivation is also affected by the quality of leadership in an organization therefore the selection, training and development of effective leaders should be part of the strategy. (Armstrong, 2006)

A companies productivity level is a reflection of its success and this depends on the motivation of workers. Productivity has been an essential contribution to corporate success. This is a result of its direct translation into cost savings and profitability. Productivity has always been a key to long-term growth and sustainable improvement in economic growth and development. It generates non-inflationary increases in wages and salaries (Grossman, 2001). An enhanced productivity as a positive effect on a gross domestic product (GDP) of every nation. It is important to note that ability, adequate equipment, good physical working condition, effective leadership and management, health, safety and other conditions all help raise performance levels but employees' motivation to work harder and better is obviously an important factor (Ivancevich, 2011).

People management is another important aspect of any organization and this also includes the fast food industry. A well-managed dairy industry will normally consider employees rather than financial capital as the core foundation of the business, which also contributes to the industry's development (Baldoni,2005). Therefore, in order to ensure achievement of the industry's goals, the dairy industry should create an atmosphere of commitment and cooperation for its employees through policies that facilitate employee motivation and satisfaction. Important to note is that Satisfaction of human resources in organizations is closely linked to highly motivated employees. Motivated employees normally perform

better, which result in greater productivity and lower labour turnover rates. Moreover, highly motivated employees strive to produce at the highest possible level and exert greater effort than employees who are not motivated (Koontz, 2006). When motivating factors such as challenging jobs, responsibility and so on are inherent in a job, satisfaction is perceived as possible and work-directed energy is aroused and this leads to motivation (Peter, 2002). The importance of employee motivation should be emphasized within various organizations in order to create a conducive environment for employees which may improve on their performance. Some of the ways to improve motivation in the fast food industry include good remuneration, effective training and skills development, a proper recognition and reward system, and employee growth prospects (Koontz, 2006).

Employees' motivation is one aspect of a human resource management development strategy. A holistic approach should be used to improve certain qualities of work life (QWL) such as fringe benefits, better employment conditions, and career development to support facilitation of motivation, which is directed towards achieving the organization's goal (Henson and Cunliffe, 2006).

Motivation either through intrinsic or extrinsic reinforcers, contributes to employee Satisfaction or thus enhances performance and productivity. The level of motivation of workers represents the potential human energy available for production purposes. The mobilization and channelization of this energy makes it imperative for the management to activate its source by the application of incentives. The magnitude of incentives required is negatively related to the motivation level, the higher the level of motivation of workers, the higher their productivity potential. Suppose there are two workers with different levels of motivation but almost

identical levels of ability, then the worker with the higher level of motivation will require less incentive than the other to achieve the same level of productivity (Bloisi et al., 2003). The nature of incentives required will also vary in the types of needs predominant among people. Accordingly, to provide optimal incentives for people at work to achieve desirable results, the management must understand the prevailing level and the nature of motives. Without such information, it would not be possible to use suitable incentives, both tangible and intangible, to effectively mobilize and direct human efforts toward the attainment of organizational goals.

Appreciation and recognition of employees for their tasks fulfillment stimulates them towards working with more energy and dedication as well as commitment to the company. Accordingly, in the study undertaken by Baldoni (2005), it is recommended to appreciate *that it is fundamental to our humanity that everyone needs to be recognized about how and what work they have done and next time they do it more efficiently for the sake of more recognition*. This helps in motivating humanity hence working towards achieving greater results. Therefore, management of organizations and institutions, such as Birunga Dairy Industries should build up the arrangements for giving monetary rewards and recognition appropriate chance to employee job performance and motivational levels. This is because according to Mathew (2009), employee contribution and their participation in the organization are tremendously essential to the importance of their work place and job performance.

It is important to note that reward is one of the most important elements that can motivate and contribute to an employee's efforts to generate ideas which help or lead to an improved performance of the organization. It also further

improves on the performance of employees due to the fact that motivation which comes with a reward is utmost important to employees.

As pointed out by Khatri(2000) and cited by Garcia(2005), the link between training and organizational performance is now recognized by most organization. It is important to note that the knowledge and skills that most employees acquire through training have become very helpful to performance of individuals or employees and organisations as a whole. Khatri(2000) cited by Garcia(2005) argued that success in today's competitive markets and the success of an organization largely depend on the organization's human capital, not physical capital; that's why some authors strongly advocate for increased organizational investments in training so as to provide better knowledge, skills and capabilities for their employees. It is also important to know that training in organizations is done mainly to ensure adequate supply of properly trained manpower and an improvement in the quality and efficiency in the training programs.

Strategically, organizational learning, which makes use of training as one of the several responses, deals with the acquisition of understanding, know-how, techniques and practices(Armstrong,2006). Organizational learning aims at developing a firm's resource-based capacity. This is line in with one of the basic principles of human resource management, that it is necessary to invest in people in order to develop human capital required in the organization and to increase its stock knowledge and skills. These intellectual intangibles can be translated into an organizational resource through the people that acquire, infer and utilize such towards the achievement of the organization-wide training and development (Armstrong, 2006). Training and development are planned learning experiences which teach employees how to perform

current and future jobs more effectively. Training is vital in every organization. To achieve competitive advantage over rivals, organisations need to enhance the performance of their employees through continuous training. Sims (2002) emphasizes that training focuses on present jobs while. Basically, the objective of training is to contribute to the organization's overall goal.

Regardless of individual differences and whether a trainee is learning a new skill or acquiring knowledge of a given topic, the person should be given opportunity to practice what is being taught. Practice is also essential after the individual has been successfully trained (Sims,2002).There are two aspects of practice - active practice and over learning. Active learning allows the trainees to perform the task repeatedly or use the knowledge being learned. Over learning occurs when trainees are given the opportunity to practice far beyond the point where the task becomes 'second nature' and is said to be 'over learned'. The fifth and most important of all which will give life to other four is application because training is useless unless learning can be applied. For training to be effective, employees should be convinced that it is important to them. Explain the goals of training. Give training that is relevant to the workplace, summarize the main points and objectives of the training. Employee involvement is also essential in any training program. Supervisors can encourage participation; establish a one-on-one relationship with all employees that participate in the training. Encourage discussions and questions by providing an open communication environment that encourage participation. If training is effective, employees will be able to demonstrate that they have the skills and knowledge to perform their task.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter presents a detailed description of research methodology. The methodology presents a summary of the research approach and research strategy that the researcher applied in order to attain the research objectives. This was therefore broken down into; Research design, Area of the study, Population of the study. Determination of the sample size, Sampling techniques, Data collection methods and types of data, Data collection instruments, Validity and reliability, Data analysis, Ethical considerations, limitations and conclusion.

3.1 Research Design

A Research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with the economy in procedure (Ochieng, 2009).

The research design that the researcher used was a case study. A case study refers to a fairly intensive examination of a single company. It was appropriate design for the study because it enabled the researcher to explore and understand the problems, issues and relationships. The research was both qualitative and quantitative. Qualitative research is empirical research where the data are not in the form of numbers, but in words or linguistic symbols (Wangusa, 2007). The approach not only uses non numerical and unstructured data, but has research questions and therefore, permits the research to go beyond the statistical results that are reported in the quantitative research that is refine, confirm and test the validity of the conclusions drawn by establishing

commonalities and eliminating negativities to ascertain a consistency and to a small extent generalization.

Quantitative research is empirical research where the data are in the form of numbers and the approach uses typically structured and predetermined research questions, conceptual frameworks and design (Wangusa, 2007). However, the two methods complement each other.

3.2 Area of the study

Birunga Dairy Industries is located in Nyakabande sub-county, Kisoro District which is located in South Western Uganda. Therefore the study was conducted in Nyakabande Sub-County, Kisoro District. Milk processing and production of Yogurt are some of the activities at Birunga Dairy Industries.

3.3 Population of the study

Kumar (2005) defines study population as the class, families living the city or electorates from which you select a sample of the study from to question in order to find answers to the research questions. Birunga Dairy Industries comprises of both managerial and non-managerial staff. Therefore, the population for this study consisted of all parties, that is managerial and non-managerial staff at the organization. The respondents included the General manager, production managers, supervisors, accountant, plus the support staff. These helped the researcher to gather relevant information about employee motivation and how it has affected organizational performance.

3.4 Sample Size and Sampling Techniques

Sample size is the representative portion of the entire population under study (Ochieng, 2009). Sampling can be defined as a process of selecting elements from a population in such a way that the sample elements selected represent the population (Amin, 2005).The sample size across different

categories of respondents, the sampling techniques used and methods of data collection are illustrated in the table below;

Table 1: Sample Size and Sampling Techniques

Population	Sampling Technique	Sample Size	Data collection method	Data collection tool/ instrument
General Manager	Purposive sampling	1	Interview	Interview guide
Production Managers	Purposive sampling	2	Interview	Interview Guide
Supervisors	Purposive sampling	5	Questionnaire	Questionnaire guide
Accountant	Purposive sampling	1	Interview	Interview Guide
Support staff	Random sampling	41	Questionnaire	Questionnaire Guide
Total		50		

The researcher used a sample of 50 respondents drawn from the study population at Birunga Dairy Industries. The sample size included 1 general manager, 5 supervisors, 2 production managers, 1 accountant, and 41 support staff members. The determination of sample was made in consultation with (Amin, 2005) who (by help of Kregcie and Morgan (2003), suggests the use of a sample table to determine which equivalent sample would ensure representation.

Purposive sampling technique was used to obtain information from the general manager, supervisors, Accountant and the production managers. A purposive sample is a sample selected because the individuals have special qualifications of some sort, or because of prior evidence of representativeness (Creswell, 2009).

Random sampling was also used to obtain data or information from the respondents that is to say the support staff. It was preferred for this study because it ensured that members of the target population had an equal and independent chance of being included in the sample.

3.5 Data collection methods and instruments

3.5.1 Primary Data Collection.

The primary data collection method explored the originality of data through gathering information relevant to the study. Primary data are those collected fresh and for the first time and thus happens to be the original in character while secondary data are those which have already been collected by someone else and which have already been passed through the statistical process (Ochieng, 2009). Primary data was obtained from respondents at Birunga Dairy Industries Offices in Kampala. By use of the questionnaires and interview, the researcher gathered data from the respondents

3.5.1.1 Data Collection Instruments

Questionnaires were chosen because of their ability to reduce any bias and the collection of authentic data important for data analysis. It consists of a set of questions to which the subjects responds in writing (Wangusa, 2007). The researcher used both closed ended and open-ended questionnaires aimed at testing the effect of employee motivation the performance of Birunga dairies industries. The researcher used questionnaire guides which were mainly given to the supervisors and support staff in trying to gather data. This was done to allow the respondents answer the question at their convenient and appropriate time without any influences.

Interview was also used in collecting data from respondents. An interview is a conversation, an interaction process with specific purpose, which focuses on the planned contents (Wangusa, 2007). An interview also refers to a meeting in which the interviewer puts questions to the interviewee and records his responses (Ochieng, 2009). This involves face to face exchange of ideas with the respondents. This is effective in clarifying the unclear questions, translating questions into the local languages for the respondents who are not familiar with English. Structured questions and open ended statements were used by the researcher in trying to interview the respondents at Birunga Dairies Industries. The researcher used the interview guide in conducting the interviews because it has got a flexible structure and minimal restrictions.

3.5.2 Secondary Data Collection

Secondary data collection explored methods supplementary to the above method where data was obtained from Birunga Dairy Industries Offices in Kampala (obtained from heads of various departments and speakers), dissertations, text books, the internet and other materials (such as journals, news papers, among others) as found useful to the study. This kind of data collection method was also important to the study especially in the literature review.

3.6 Quality Control Methods

3.6.1 Data Validity

Validity is the degree to which an instrument measures what it is supposed to measure and it has got three important aspects: content, criterion-referenced and construct validity (Polite et al., 2001). Triangulation was used to ensure validity during the study. In this case, the researcher used questionnaire method to cross-check findings that were collected by use of interview method. The researcher also used

interview method to cross-check findings which were collected using Questionnaire method. According to Patton (2002), triangulation is a combination of more than one data collection method in the study of the same phenomenon. This method is used in qualitative research to cross-check multiple data sources and collection procedures to evaluate the extent to which all evidence converge. This was used to ensure validity of the research instruments used in answering the tested research objectives and questions during the study.

3.6.2 Data Reliability

Polite et al (2001) describe reliability as the consistency with which the instruments measures the attribute. An instrument is said to reliable if its measure accurately reflects the true scores of the attribute under investigation. Reliability is the process the researcher shows how relevant information is if event using the same method to obtain the same information studied early while validity refers to the extent to which the results are accurately interpreted to measure the information got (Ose and Onen 2008). To reinforce and assess the reliability of the instrument, the researcher tested and retested the focus group discussion in order to carryout effective study. This was by personally interacting with the respondents in order to ensure that data that was collected and presented reflects the actual facts, responses.

3.7 Data Analysis Techniques

The research was predominantly qualitative. The qualitative data was analyzed through categorization method by creating the themes or topics or major subject that come up from the discussion and grouping similar responses into various classes. The quantitative data collected was entered into computer and analyzed using excel program. After the analysis, findings were presented according to the study objectives.

3.8 Ethical Considerations

The researcher while carrying out the study ensured proper identification that is to say giving the respondents truthful impression of the researcher or the sponsor and not a false impression. He clarified information as to the type of questions, the degree of question sensitivity or stress and possible (true) consequences of the questioning and the research in general.

The researcher ensured respect to the respondents during the process of collecting data. Rights to privacy regarding their private life, sensitive issues or answering questions they dislike, the right to anonymity, meaning that the respondent's contribution must remain anonymous and the right to confidentiality (observe, maintain strict confidentiality of the respondents to avoid inconvenience such as fear for dismissal); the respondents contribution should not be made available to other people.

The researcher also ensured a great understanding between him and the correspondents. In other words the researcher carried out the study upon the consent of respondents, condemned any form of bribery and did not pay for any information. He respected the views of the respondents while in the field and only carried out the study upon seeking for information concerns. As a student of Ethics, the researcher upholds professional integrity therefore maintained objectivity and demonstrated responsibility, competence and propriety while carrying out the study.

The researcher explained to the respondents the purpose of the research. The data collection tools were polite to the respondents in terms of kindly requesting them to fill in the questionnaire. Protection of respondents' information was a high priority.

3.9 Limitation

The researcher faced a number of challenges during the study which fortunately did not significantly compromise the quality of the work and these included the following;

The study was expected to be limited by many factors including funds, time and doubt by the respondents about the confidentiality of the information. The research was specifically on the employees' motivation and organizational performance that is to say Birunga dairies industries from 2010 to 2015. In this case more funds were solicited from relatives and friends to boost the process, more so the problem of time was solved by making sure that there is no time wasted.

The researcher also faced a problem of some respondents asking for something in return for their information.

It is important to note that, much as relevant data was collected, a good amount of irrelevant data was also collected during this study. Some of the respondents did not understand the questions clearly and lamented on how difficult they were. Whereas others avoided some of the questions saying that they were irrelevant for them.

3.10 Delimitations

The researcher solicited funds from parents and friends to boost the process of the study and this helped in solving the problem of limited funds.

The researcher also bought sodas for respondents who were asking for something in return for their information. However, this was done to appreciate their efforts but not bribing them for the information.

The researcher also tried to explain to the respondents who did not understand the questions clearly.

The researcher also explained how relevant the research study was to respondents who felt that the questions were irrelevant to them and this helped him to collect the required information.

3.11 Conclusion

The study will use two approaches of qualitative and quantitative research to generate data that was used to assess the effects of employee motivation on organizational performance at Birunga Dairy Industries. Questionnaires and Interviews were used for data collection, and data was analyzed using editing, tabulation and percentages that were used to establish conclusions for the study.

CHAPTER FOUR

PRESENTATIONS, INTERPRETATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.0 Introduction

Presented in this chapter are the research findings and the analysis made respectively. The data as well as the analysis in this chapter has been presented to ensure consistence and ease the readers following of the work. The researcher ensured a distinction between field data and analysis while presenting the findings. Ensuring order, the researcher presents the findings under sub-sections derived from the research questions that the study was set to answer. The findings in this chapter are presented and analyzed with the help of qualitative and quantitative data analysis processes.

The discussions of the findings are arranged or organized in the following order: Social demographic characteristics of respondents in terms of their gender, marital status, educational background, age of the respondents, period that respondents have spent while working with Birunga Dairy Industries.

In addition to the above, the findings obtained from the respondents are reinforced with the views of other authors and scholars as earlier seen in chapter two to give a comprehensive and objective view of the study.

4.1 Demographic characteristics of respondents

The study was carried out at Birunga Dairy Industries located in Nyakabande Sub-county, Kisoro district. The study was focused on the following categories: the General Manager, Production Managers, Accountant, Supervisors, and the Support staff.

4.1.1 Gender of respondents

Cross tabulation were used to study the status of respondent distribution by gender as shown in the table below;

Table 2: Gender of respondents

Respondents	Frequency	Percentage
Male	21	42
Female	29	58
Total	50	100

Source: primary data, 2016

The results in the table above show that the majority of the respondents were female who were 29 in total with a percentage of 58 while the male were 25 in number with a total percentage of 42. This means that in the research study, female respondents were more than males, implying that women today are and active in the labour market.

4.1.2 Marital status of respondents

The status of the respondents with respect to their marital status was obtained and the findings are indicated in the table below.

Table 3: Marital status of respondents

Respondents	Frequency	Percentage
Single	28	56
Married	18	36
Divorced	4	8
Total	50	100

Source: primary data, 2016

According to table 3 above, 56 % of the respondents were single, 36% married and 8 divorced. This implies that since the biggest number of respondents is single, it means that many organizations today employ young employees compared to those who are married and separated. This result also suggests that most respondents in the study are single because of the nature of work at Birunga Dairy Industries that involves working from morning to evening, sometimes even on weekend days which affects the married employees to some extent compared to the single employees who can even extend their working hours.

4.1.3 Education levels of respondents

The status of the respondents with respect to the highest qualification attained was obtained and the findings are indicated in table below:

Table 4: Education level

Respondents	Frequency	Percentage
Diploma	10	20
Bachelors	32	64
Masters	7	14
Phd	1	2
Total	50	100

Source: primary data, 2016

According to the table above, 20% of the respondents attained a Diploma, 64% attained a Bachelors Degree, 14% had attained a Masters Degree and 2% employee had a PHD. This means that employees who had attained Bachelors degree with a total of 40 and a percentage of 64 were more. This is because most respondents were fresh graduates and youths who were still active and energetic. Diploma holders were 10 with a percentage of 20 and the Masters degree holders were 7 with a percentage of 14 while the PHD holder was 1 with a percentage of 2. The PhD and Masters degree holders were in top management of Birunga Dairy Industries. Therefore, all respondents at one time or the other were able to acquire some bit of formal education. This indicates that many of the respondents were knowledgeable about the study and therefore the information they gave the researcher was adequate.

4.1.4 Status of respondents by Age

Cross tabulation was used to obtain the age distribution of respondents as indicated in the table below;

Table 5: Age distribution of respondents

Respondents	Frequency	Percentage
18-25 years	5	10
26-35 years	20	40
36-45 years	10	20
46 and above	15	30
Total	50	100

Source: Primary data, 2016

Table 5 above, shows that 10% of the respondents were aged between 18-25 years, 40% of the respondents were aged between 26- 35 years, 20% aged between 36-45 and 30% aged 46 and above. This shows that Birunga Dairy Industries employees youth mostly as most of their employees are aged between 26-35 years. All employees or respondents who were interview were above 18 years of age which is in line with the Employment Act. McQuerry(2013) is one of the latest authors who acknowledged that organizations are investing in the diversity of age demographics.

This also implies that the findings obtained were got from different respondents that belonged to different age groups thus making the findings objective.

4.1.5 For how long have work with Birunga Dairy Industries

Table 6: How many years have you worked with Birunga Dairy Industries

Respondent	Frequency	Percentage
1 year	7	14
2 years	5	10
3 yeas	10	20
More than 3years	28	56
Total	50	100

Source: Primary data, 2016

According to the researcher's findings, 14% of the respondents had worked with Birunga Dairy Industries for a period of one year, 10% had worked for a period of 2years, 20% of the respondents had worked with Birunga Dairy Industries for a period of 3 years while the largest number of respondents that is to say 56% of them had worked for Birunga Dairy Industries for a period of more than 3 years.

These results show different work experiences of the employee at Birunga Dairy Industries which is a reflection of the views of Abhari(2009)who points out that work places have employees of different work experiences. Employees receive experience during their interaction with careers' elements that affect the cognition (rational acquisition) and affection (internal and personal acquisition) hence shaping their particular behaviors. Swortzel and Taylor (2005) argue that the experience of employees has to do with the number of years spent on the job. Data on experience collected by the researcher was used in analyzing the seniority diversity in Birunga Dairy Industries.

4.1.6 What motivated you to work over the mentioned period of years above?

When respondents were asked the reasons as to why they had worked for over the periods they had specified above, basing on the majority with a percentage of 56 who had worked for over a period of more than 3 years, it was revealed that a number of employees had been promoted from the conveyer operators to assistant production managers and machine operators, others had their salaries increased, got allowances, were recognized for their efforts and for the lady employees, maternal leaves were given to them when any of them reached that stage for specified period without being replaced or fired, which has kept them loyal to Birunga Dairy Industries.

Armstrong (2007) states that a closer look on how employees are motivated indicates that it becomes disturbingly clear that the more you use rewards to motivate, the more employees tend to lose interest in whatever they had to do elsewhere to get the rewards. The more reinforcing the reward is, the more it erodes intrinsic interest. Therefore, various devices can be used to get employees to do something, but that is a far cry from making people want to do something in this regard, non-monetary rewards apply. Theorists therefore point out the value of challenging jobs, feedback, cohesive work teams and other non-monetary factors as stimulants to motivate which should never be left out when addressing the subject of motivation in the workplace (Prefer, 1998) as quoted by Armstrong (2007), also contents that employees do work for money but they work even more for meaning in their life. Where there is no meaning of work, there is greater loss of loyalty and commitment and pay should therefore not substitute for a working environment high on trust, fun and meaningful work. This simply means that money should be used in conjunction

with other motivating factors in order to win the attention of employees.

In the emphasis to the above, during an interview with one of the respondents, she was quoted saying that;

"Birunga Dairy Industries has promoted me several times and that is why I am committed to work for this company. I have been promoted from a conveyer operator to the position of machine operator and now to becoming a supervisor. Why would I leave a company that recognizes my efforts? I have work for Birunga and I will continue working for it as long as they still want my services" (interview 2nd-06-2016)

4.1.7 How employees are motivated in an organization such as Birunga Dairy Industries

When the researcher tried to ask the respondents why they had worked for Birunga Dairy Industries for over the periods they had specified, the majority with a percentage of 56 who had worked for 3 and above years, revealed that a number of them had been given promotions, training, increases in their salaries, allowances, holidays, employees were also recognized inform of rewarding them for their efforts and this has made them become loyal to the organization. Armstrong(2007) states that, a closer look on how employees are motivated indicates that it becomes disturbingly clear that the more you use rewards to motivate, the more employees tend to lose interest in whatever they had to do elsewhere to get the rewards. In other words, the more reinforcing the reward is, the more it erodes intrinsic interest. It is important to note that, theorists point out the value of challenging jobs, feedback, cohesive work teams and other non-monetary factors as stimulants to motivate which should never be left out when addressing the subject of motivation in the workplace.

Basing on the findings, it was revealed that by offering promotions, increase in their salaries, offering proper working conditions, holidays ,medical services for those injured or get health problems while at work , allowances to employees among others, and these motivate employees which in the long run improves the organizational performance hence bringing about increase in earnings, increased productivity, competitiveness of the organization also increases among others hence helping in achieving organizational objectives.

Table 7: Showing responses on how employees are motivated in an organization like Birunga Dairy Industries

Respondents	Frequency	Percentage
Birunga Dairy Industries offers promotions, holidays, medical services for those injured or those who get health problems while at work, maternal leaves	23	46
It increases the salary of its employees annually, gives allowances	17	34
Recognizes its staff by giving rewards , training of employees through workshops, seminars among others	10	20
Total	50	100

Source: Primary data, 2016

The responses shown above are indications of how employees are motivated in Birunga Dairy Industries. It was revealed that over 46 % of the respondents confirmed that Birunga Dairy Industries offers promotions, holidays, medical services for employees who get injuries or get health problems while at work, maternal leaves to its employees, 34% of the respondents

also revealed that Birunga Dairy Industries increases the salaries of its employees, offers them allowances, 20 % indicated that Birunga Dairy Industries recognizes its staff by offering them rewards for their efforts.

Birunga Dairy Industries motivates its employees as confirmed by 20% of the respondents. However for training to succeed, it is better to choose training programs that are useful to the employees. It is important to note that employees must be motivated by the training sessions; this means that when they go back to work, they should be able to find out the importance of training in their daily activities. It was revealed that Birunga Dairy Industries sends its employees to workshops, seminars among others which helps employees to learn more and gain more skills and this motivates employees to work hard for the betterment of the organization hence leading to its success. It is important to note that training of employees is very vital as employees get exposed to facing greater challenges while at work and this helps the organization as it ensures availability of skilled and well trained workers. This leads to production of high quality products which in the long run increases the competitiveness of the organization hence leading to its success.

'One of the respondents in the management was quoted saying that, "Training is absolutely important. Training of employees is one of the ways Birunga Dairy motivates its employees and is the fundamental point of getting more and increasing productivity. We offer training to our employees through sending them to workshops, conferences among others. We see training as a major investment necessary for productivity and therefore that is why we train our employees to improve on their skills".(interviews 2nd -06-2016)'

20% of the respondents confirmed that Birunga Dairy Industries recognizes its staff by offering them rewards for their efforts. Armstrong (2006) defines rewards as all form of

financial returns and tangible services and benefits an employee receives as part of an employment relationship. The importance of rewarding employees is to provide a sense of belonging amongst the employees and this increases employee commitment to the organization hence leading to increase in the organisation's human asset which helps the organization to succeed in the long run.

According to Blanchard and Witts(2009), employees crave for a job well done including being noticed and acknowledged when they do something well. Yet what typically happen are nothing or worse yet, the assignment of more work. Blanchard and Witts(2009) posit that when firms do not take the time to actively reward the recognized good performance, the passion for the job diminishes with every unrecognized accomplishment.

It is therefore important to note that most companies have started to reward their employees for their efforts and this has greatly motivated them to perform their tasks for the betterment of the organization.

4.1.8 Why has motivation not improved organizational performance?

Basing on the data retrieved from respondents at Birunga Dairy Industries, one of the reasons as to why motivation has not improved organisational performance is less commitment; the other reason was that good wages did not improve employee performance. It is important to note that researchers have studied employee motivation at length and suggest that the biggest misconception was that good wages were always the primary motivational factor among employees regardless of the industry by which they are employed (Tsang, 2004)

Below is a table that shows why motivation has not improved employee performance in an organization.

Table 8: Why has motivation not improved organizational performance

Respondents	Frequency	Percentage
Training employees	38	76
Good wages	12	24
Total	50	100

Source: Primary data, 2016

Respondents were asked as to why motivation has not improved organizational performance in Birunga Dairy Industries and the 38% of them confirmed that training employees was one of the reason, while 24% of the respondents revealed that good wages also tend not improve employee performance. This is also in agreement with Marchinton and Wilkison(2005), who states that managers do not motivate employees by awarding employees higher wages, more benefits or status symbols, Rather employees are motivated by their own inherent need to accomplish something at as a challenging task.

Employee training is one of the ways how organizations try to motivate their workers or employees, employees are trained by organization through seminars, workshops and conferences. This helps them to acquire more skills. Important to note is that, today's competitive world calls for organisations to strategize on how best they can remain competitive and one of the ways in by ensuring that they have enough human resource of human asset in the organization and this can be done by motivating their employees that is to say through training among other motivators. This however increases employee turnover which is a sign of less motivation in the organization. It is important to note that, employee commitment is reduced due to training offered to employees as they acquire skills and leave the organization for greener pastures. Given the emphasis in recent years on people as a

key source of competitive advantage, employee commitment is key to organizational success. It should be noted that to motivate is to create a desire or willingness to perform in the manner in which managers want to get the work done which is distinct from the capacity to work. It is therefore important to note that, employees make up an organization and if they do not have organizational commitment, then there is no incentive to excel at their jobs.

It is also important to note that offering good wages to employees does not mean that their performance increases. According to Armstrong(2007), in a much publicized study analyzed thirty-nine studies conducted over four decades and found that cold-cash motivate workers whether their jobs are exiting or mundane in labs and real world settings alike. But the research team acknowledges that money is not the only factor that concerns employees happier, but it will not buy better performance and motivation. This therefore shows how offering of good wages to employees in the organization does not guarantee improved performance or motivation of these employees.

4.1.9 The strategies to use to improve employee motivation in an organization

When respondents were asked some of the strategies that Birunga Dairy Industries can use to motivate its employees, their responses were that the organization can try to motivate the employees extrinsically, offering financial incentives such as allowances, salary increment, ensuring effective management and leadership, ensuring proper working conditions that is to say availing work materials, ensuring organizational learning through training of employees.

Table 9: The strategies to use to improve employee motivation in Birunga Dairy Industries

Respondents	Frequency	Percentage
Offering financial incentives such as allowance, salary increment.	17	34
Ensuring effective management and leadership.	8	16
Ensuring good working condition that is to say availing work materials, organizational learning through training of employees.	23	46
Extrinsic motivation	2	4
Total	50	100

Source: Primary data, 2016

According to the findings in table 9 above, 34% of the total respondents revealed that Birunga Dairy Industries can offer financial incentives inform of allowances, salary increment in order to motivate its employees, 16% of the respondents also suggested that Birunga Dairy Industries can ensure effective management and leadership to motivate its employees, 46% of the respondents being the most were in support of the organization ensuring good working conditions , organizational learning through training of employees while 2% were in support of the organization extrinsic motivation to motivate its employees.

The majority of the respondent that is to say 46% confirmed that training is essential for an organization because they acquire more knowledge, the work is well done and employees are more comfortable when performing their job.

Financial incentives influence quality production. 34% of the total respondents suggested that by offering financial incentive, employees become motivated to accomplish their

tasks. According to Gneezy and Rustichini(2000), salary has a direct effect on employee performance and it is believed that an increment should relate positively with job performance. Therefore, the declining employee performance at Birunga Dairy Industries could be attributed to low salaries. However, this has been dealt with through increasing employees' salaries hence motivating them. According to the study done by Rwizwan and Ali(2010), business executives around the world agree that attracting, retaining and motivating employees through fair and equitable salary payments are key business objectives, globally, 21st century. This therefore, makes salary increment among employees vital in influencing their performance which positively affects organizational performance.

4.1.10 How has employee motivation affected the productivity of the organization?

The researcher asked the respondents about how employee motivation has affected the productivity of the organization. Some of the respondents said that Birunga Dairy Industries has motivated its employees through various ways such as training. This has helped employee gain more skills and have also become more innovative hence improving their work rate which has greatly increased the productivity of the organization. The researcher found out that employee motivation had increased their performance which brought about increase in the output of the organization, it was also revealed that the quality of the products had been improved.

Table 10: Showing how employee motivation has affected productivity

Respondents	Frequency	Percentage
Increase in output	2	66.7
High quality products	1	33.3
Total	3	100

Source: Primary data, 2016

2 of the respondents with a total percentage of 66.7 revealed that employee motivation has brought about increase in the output while the other respondent when asked how employee motivation had affected the productivity, he revealed that employee motivation had brought about production of high quality goods since the employees were willing and eager to work for the organization.

One of the respondents was quoted saying that " Birunga Dairy Industries gives allowances to us, gives us breakfast, lunch and also supper for those working in the night shift and this has helped us to work hard in order to increase the productivity levels"(interviews 4th-06-2016)

4.1.11 What were your earnings before and after motivation of the employees?

When the respondents were asked about what the earnings of the organization were before and after employee motivation, one of the respondents revealed that the earnings of the organization after tax had increased by 27.3 percent to shillings 74 million from shillings 58 million. This increase was due to the increased productivity of the organization which came as a result of employee motivation. This therefore implies that Birunga Dairy Industries is indeed progressing in terms of making profits, and thus a good performance both in the short run and in the long run. This therefore indicates that Birunga Dairy Industries also provides high quality products and services to its customers hence earning a competitive advantage over other firms.

One of the respondents was quoted saying that;" since Birunga Dairy Industries started motivating its employees, we have not made losses and is helping our company to grow steadily" (interview 4th -06-2016)

4.1.12 What do you think makes this organization gain more competitive advantage over other firms?

When respondents were asked what they think make Birunga Dairy industries gain more competitive advantage over other firms, they revealed that the organization produces high quality products of milk as compared to other firms, they also revealed that the services offered by Birunga Dairy Industries are unique, the researcher also found out that the prices of the products of Birunga Dairy Industries are favorable and this helps the organization have a competitive advantage over other dairy industries.

Table 11: What make Birunga Dairy Industries have a competitive advantage over other firms?

Respondents	Frequency	Percentage
High quality products and services	2	66.7
Favorable prices	1	33.3
Total	3	100

Source: Primary data, 2016

According to the research findings, 66.7 % of the respondents revealed that Birunga Dairy Industries gained a competitive advantage over other firms due to the high quality products it produces and the high quality services it offers to its customers. 33.3% of the respondents also revealed that Birunga Dairy Industries sells its milk products at a favorable price and this has helped the organization become competitive hence gaining a competitive advantage over other dairy firms in the region.

It is therefore important to note that employees are organizations' greatest asset (Debi, 2007). A great number of organizations if not all have started seeing and understanding that ongoing competitive advantage will increasingly depend on

the quality and engagement of their employees compared with competitors. It is therefore of great importance to invest in Human Capital in order to increase the productivity of quality products. It is also about having the capability to take the organization forward and ensure that there is a basis for sustainable competition too (Debi, 2007).

4.2 Conclusion

In the researchers' findings, most of the objectives were discussed and it can clearly be shown employee motivation is an essential tool for an organization to success. It has a great impact on the employee performance, and consequently on organizational performance.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the summary of the major findings of the study. Conclusions are also drawn from the study findings and presented. At a later stage it unleashes the recommendations, the references and appendices follow after.

5.1 Summary of the findings

Based on the research Objectives and the research questions, the study has made the following conclusions;

The study concluded that indeed employee motivation affects organizational performance in Birunga Dairy Industries, where employees were motivated by a number of factors both internal and external.

The study was also composed of a sample of 50 respondents (Birunga Dairy Industries employees) including 1 General manager, 2 production managers, 5 supervisors, 1 accountant and 41 support staff.

The findings of this research were basically based on three objectives which were in line with the research questions.

Findings of the study according to objective one ,to find out how employees are motivated in an organization, it was revealed that the employee motivation offered by Birunga Dairy Industries Includes; salary increment, good working conditions, employee training, giving promotions, giving free transport and lunch hence motivating their employees.

As regards the second objective of analyzing why motivation has not improved organizational performance, it was revealed that employee commitment and offering of good wages are some

of the reasons as to why motivation has not improved employee performance.

Lastly the third objective of finding out the strategies to use to improve employee motivation, it was revealed that by using both intrinsic and extrinsic motivation, offering financial incentives such as allowances, salary increment, ensuring good management and leadership and also ensuring organizational learning through training employees.

5.2 Conclusion

We live in a fast- changing world where the pace is accelerating. Fundamental truths from yesterday will be replaced or at least modified today, tomorrow those self-same truths may well be ridiculed. Time does not stand still, our knowledge base depreciates at a faster rate as time goes by. Employers work in a dynamic environment full of new challenges. Employees' performance depreciates or reduces with time which greatly affects organizational performance or success and thus there is need for continuous evaluation and employee motivation in organizations to enhance the performance.

In regard to the above findings, it can be concluded that employee motivation at Birunga Dairy Industries has encouraged employees to work harder, to be committed to the organization and more to feel recognized for their efforts.

Lastly the researcher cautions the employees to be encouraged in offering high customer service because it enhances company's image, increases productivity, earnings and company's competitive advantage.

In addition, Birunga Dairy Industries should get to know their employees well so that they can employ the right motivational strategies. However, according to the motivator-hygiene theory

by Herzberg's which says that if higher level needs were met like a sense of achievement, opportunities for personal growth and having responsibility together with monetary reward then individuals would be motivated to perform highly (Prasetya and Kato, 2009).

5.3 Recommendation

In reference to the discussions and conclusions, the following recommendations should be implemented.

To the organization, it is recommended that it should find ways of motivating its employees in order to be able to boost and improve employee performance.

The employers should also make research on what strategies they can use to motivate and improve employee performance.

The management should involve employees in decision making process. Constant relationship in decision making process solves problems easily within the organization.

Employee motivation is important in accomplishing the organization objectives. Birunga Dairy Industries should try to give adequate motivation to its employees in form of training, increase their salaries, offering them allowances, ensuring good working conditions among others. These will help in motivating the employees to work hard hence helping in achieving the organizational objectives.

It is further recommended that the management of Birunga Dairy Industries should be more innovative and proactive in creating and strategizing new measures that would ensure a fairer, logical and adequate motivation for all categories of staff. For example, there should be forums in which management would provide opportunities for staff to ask questions and be provided with candid responses aimed at showing interest in employees' needs. To further demonstrate great commitment,

promises made should be followed up and implemented so as to strengthen staff trust, morale and corresponding greater productivity.

The management of Birunga Dairy industries should also collectively value and consider the needs of employees seriously when designing and implementing a reward system to motivate staff to perform at their best. Meeting individual expectations/needs especially of top performers are very crucial in promoting innovativeness and enhancing profitability.

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Appendices

Appendix I

QUESTIONNAIRE TO THE SUPPORT STAFF

Introduction:

I am TUYISABE GAUDIOUS a student at Uganda Martyrs University pursuing a Bachelor's Degree of Arts in Ethics and Development Studies. I am conducting this research for purely academic purposes to enable me gain knowledge about the effect of employee motivation on organizational performance. You have been randomly selected among the staff to help me with the information based on your understanding and experience for the period you have been with Birunga Diary Industries. You are kindly requested to respond to the questions provided by ticking and write where necessary one appropriate response that suits you, only one response is required.

The information you will provide will be treated with confidentiality and only for purposes of this research, so please fill it diligently and honestly. The questionnaire will be picked from you within one week to enable the researcher proceed with the exercise.

Thank you in advance for your help.

Note:

1. This questionnaire has two parts 1, 2 . Please answer all questions.

PART 1 (Tick or write answers in full where applicable).

1. Name (Optional).....

2. Gender

a) Male

b) Female

3. Marital status:

- a) Single b) Married c) Widow(er)
d) Divorced

4. Age bracket

- a) 15-25 b) 26-35 c) 36-45
d) 46 and above

5. Highest level of education attained

- a) Bachelors degree holder b) Diploma holder
c) Masters degree holder d) PHD holder

6. How long have you worked for Birunga Dairy Industries?

- a) 1year b) 2years
c) 3years d) Above 3years

7. What has motivated you to work over the mentioned period above?

Part 2: Employee motivation and organizational performance.

1. Are you aware of the existence of employee motivation at Birunga Dairy Industries?

Yes No

2. If yes, what are the different ways the company motivates its employees?

3. How often does management try to motivate employees?

Always Not always Not sure

4. In your own opinion , do you agree that these motivating factors are consistent to make you perform better?

Agree Tend to agree Not sure
Disagree

5. Has employee motivation improved the performance of this organization?

.....
.....

6. If yes, how has employee motivation increased organizational performance?

.....
.....

7. If not why do you think employee motivation has not improved the performance of this organization?

.....
.....

8. What are some of the strategies being used to improved employee motivation at Birunga Dairy Industries?

.....
.....

Thank you for your co-operation

Appendix II

INTERVIEW GUIDE TO MANAGEMENT

Introduction:

I am TUYISABE GAUDIOUS a student at Uganda Martyrs University pursuing a Bachelor's Degree of Arts in Ethics and Development Studies. I am conducting this research for purely academic purposes to enable me gain knowledge about the effect of employee motivation on organizational performance. You have been randomly selected among the staff to help me with the information based on your understanding and experience for the period you have been with Birunga Dairy Industries. You are kindly requested to respond to the questions provided by ticking and write where necessary one appropriate response that suits you , only one response is required.

The information you will provide will be treated with confidentiality and only for purposes of this research, so please fill it diligently and honestly. The questionnaire will be picked from you within one week to enable the researcher proceed with the exercise.

Thank you in advance for your help.

Name (Optional).....

1. Gender

a) Male b) Female

2. Marital status:

Single b) Married c) Widow(er)

d) Divorced

3. Age bracket

- (a) 15-25 b) 26-35 c) 36-45
d) 46 and above

4. Highest level of education attained

- a) Bachelor's degree holder b) diploma holder
c) master's degree holder d) PHD holder

5. When did this organization start?
6. When did you start working at Birunga Dairy Industries?
7. What has motivated you to work over the years that you have been with this organization?
8. What are the objectives of the organization?
9. Does Birunga Dairy Industries motivate its employees?
10. If yes , how are employees motivated in this organization?
11. How has employee motivation affected productivity in this organization?
12. Why do you think employee motivation has not improved organizational performance?
13. What are some of the strategies being used to improve employee motivation in this organization?
14. What were the earnings of the organization before and after motivating employees?
15. How competitive is Birunga Dairy Industries over other firms?
16. If its competitiveness is high, what do you think makes this organization gain a competitive advantage over other firms?

Appendix III

INTERVIEW GUIDE TO ACCOUNTANT

Introduction:

I am TUYISABE GAUDIOUS a student at Uganda Martyrs University pursuing a Bachelor's Degree of Arts in Ethics and Development Studies. I am conducting this research for purely academic purposes to enable me gain knowledge about the effect of employee motivation on organizational performance. You have been randomly selected among the staff to help me with the information based on your understanding and experience for the period you have been with Birunga Dairy Industries. You are kindly requested to respond to the questions provided by ticking and write where necessary one appropriate response that suits you, only one response is required.

The information you will provide will be treated with confidentiality and only for purposes of this research, so please fill it diligently and honestly. The questionnaire will be picked from you within one week to enable the researcher proceed with the exercise.

Thank you in advance for your help.

Name (Optional).....

1. Gender

- a) Male b) Female

2. Marital status:

- a) Single b) Married c) Widow(er)
d) Divorced

3. **Age bracket**

- (a) 15-25 b) 26-35 c) 36-45
d) 46 and above

4. **Highest level of education attained**

- a) Bachelors degree holder b) diploma holder
c) Masters degree holder d) PHD holder

5. What are your specific duties in the organization?
6. When did you join the organization?
7. Does this organization motivate its employees?
8. If yes, how does Birunga Dairy Industries motivate its employees?
9. Has employee motivation improved the performance of this organization?
10. If not, why do you think employee motivation has not improved organizational performance?
11. What strategies can be used to improve organizational performance?
12. What were the earnings of the organization before and after motivating its employees?

Appendix IV

INTERVIEW GUIDE TO SUPERVISORS

Introduction:

I am TUYISABE GAUDIOUS a student at Uganda Martyrs University pursuing a Bachelor's Degree of Arts in Ethics and Development Studies. I am conducting this research for purely academic purposes to enable me gain knowledge about the effect of employee motivation on organizational performance. You have been randomly selected among the staff to help me with the information based on your understanding and experience for the period you have been with Birunga Dairy Industries. You are kindly requested to respond to the questions provided by ticking and write where necessary one appropriate response that suits you, only one response is required.

The information you will provide will be treated with confidentiality and only for purposes of this research, so please fill it diligently and honestly. The questionnaire will be picked from you within one week to enable the researcher proceed with the exercise.

Name (Optional).....

1. Gender

- a) Male b) Female

2. Marital status:

- a) Single b) Married c) Widow(er)
d) Divorced

3. Age bracket

- (a) 15-25 b) 26-35 c) 36-45 d) 46 and above

4. **Highest level of education attained**

- a) Bachelors degree holder b) diploma holder
c) Masters degree holder d) PHD holder

5. For how long have you worked with the organization?
6. What are your specific roles at the organization?
7. Are employees in this organization motivated?
8. If yes, how does Birunga Dairy Industries motivate its employees?
9. Has employee motivation increased the performance of this organization?
10. If not, why do you think employee motivation has not improved organizational performance?
11. What difficulties do you face while supervising employees at Birunga Dairy Industries?
12. How have you handled or solved these problems?
13. How competitive is this organisation?
14. If the organisation's competitiveness is high, what do u this has caused this?