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THE CONTRIBUTION OF MOTIVATION TO EMPLOYEE PERFORMANCE

CASE STUDY: WORLD VISION UGANDA, KARAMOJA REGION

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DEDICATION

When I first embarked on this journey, my eldest son Emmanuel Grace Oryieki was only two years and ten months old. He is now four years and ten months old. My little baby Enoch Nicholas Oryieki was four months old in the womb; he is now 1 year and nine months old. The enduring patience, understanding and sacrifice that my children made in my endeavor to acquire this degree are beyond what one can imagine at a tender age when they needed me the most. Enoch endured the rough roads of Karamoja every weekend and at times slept on the way, Emmanuel had to be separated from us so I could have some space to study and work at the same time. For this am eternally grateful. Not forgetting the support from my husband Joseph Oryieki who was so patient and encouraging throughout this course. I dedicate this dissertation to these three special men in my life for their support and sacrifice through the long journey.

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LIST OF ABBREVIATIONS

AIDS	:	Acquired Immune Deficiency Syndrome
HIV	:	Human Immune Virus
KM	:	Kilometres
NGO	:	Non-Government Organisation
SPSS	:	Statistical Program for Social Sciences
UBOS	:	Uganda Bureau of Standards
UN	:	United Nations
WVU	:	World Vision Uganda

ABSTRACT

The study sought to establish the relationship between motivation and employee performance a case study of World Vision Uganda, Karamoja Region. The study was guided by three objectives and these included the following; to assess the types of motivation that exists in the organization, to assess the effectiveness of motivation on staff performance and to examine the relationship between Motivation and organizational performance of staff in World Vision.

The study was conducted using both quantitative and qualitative approach using survey, correlation and case study as research design. The research relied also on documentary review, structured interview, questionnaire research methods and techniques. The study population comprised a total of 60 employees and the sample size of the study was 52 which was determined using the sloven's formula, $n = \frac{N}{1 + Ne^2}$. Respondents were selected using simple random and purposive sampling. Data was analyzed using SPSS package to come up with complete research findings and statistics that enabled interpretation of results.

The analysis from the empirical findings showed that tangible motivation was the most ranked factor for all the respondents that made up the sample survey. However a study from previous researchers used in this study showed that different results could be obtained from a bigger sample size or geographical location of the organization. This study therefore can be seen as an introduction to a more detailed study to be carried by future researchers on the field of employee's motivation. The researcher also found out that many respondents performed well after being motivated although others disagreed that their performance was dependent on motivation. . However, the study found that motivation attributes to the variation in the performance of employees with a beta of 47.5% (0.475) and the remaining 52.5% is attributed to other factors other than motivation. It was also noted that there is a strong positive relationship between motivation and employee performance and the relationship is significant ($r = .475, p < 0.01$). There was also a strong relationship between motivation and employee performance.

However, the findings, recommendations and conclusions of the study revealed a strong relationship between motivation and employee performance. The study recommends additional research to be carried out to gain a continuous view, insight and knowledge of what motivates employees to perform best on their jobs. Employee motivation even after some 50years of research continues to be one of the problems and challenges facing organizations today. Furthermore factors such as technological advances, globalization, retrenchments etc leave employees with an uncertain future this is because most organizations today do not guarantee life employment's for their employees as it was the case before.

CHAPTER ONE: GENERAL INTRODUCTION

1.0 Introduction

This chapter contains the background of the study, problem statement, major and specific objectives, research questions, scope of study and the significance of the study.

1.1 Background of the Study

There is a strong lobby propounding the view that human resources and their management are the source of competitive advantage for the business, rather than, say, access to capital or use of technology. It is therefore logical to suggest that, attention needs to be paid to the nature of this resource and its management as this will impact on human resource behavior and performance and consequently the performance of the organization. Indeed Boxall and Steeneveld (1999) argue that there is no need to prove the relationship between firm critical influence on performance and labor management as it is self evident that the quality of human resource management is a critical influence on the performance of the firm. 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 other to tie employee's needs to those of their organization.

World over successful companies and organizations are those that have handled well their motivational systems that have ended up improving the performance of their employees. The unsuccessful ones like Enron failed to handle motivation of their

employees. Not only did the staff lose their jobs, but they also lost their retirement accounts, employee stock options and many cases chances of finding other jobs, (Sam, 2012).

The management of any organization can motivate employees through incentives, participatory leadership, satisfying work and an enabling environment in which work is done. Issues regarding payments, training opportunities and real opportunities for motivation of staff are very pertinent for the satisfaction of employees needs and hence their better performance at work. Ibid suggests that issues regarding motivation should be closely monitored in organizations because they affect the sustenance of high levels of performance through people from whom management expects results that are in accordance with organizational goals and objectives. Performance involves employees' application of their abilities and efforts and hence the employee motivation being so vital to the overall performance of any organization, Boxall and Steeneveld (1999)

In Uganda, some organizations have no idea about how much employee demotivation costs them each year in terms of absenteeism, labor turn over, attitude problems, lack of customer care and break down of equipment used for work among others. These may all contribute to employee performance.

World Vision is a child focused Christian Relief, Development and Advocacy nongovernmental organization dedicated to working with children, families and communities to overcome poverty and injustice. Over the years World Vision Uganda (WVU) has developed policies that are deemed motivational in such a way

that employees are rewarded in one way or another. According to the Employee manual (2009), Chapter four, on the benefits and privileges of WVU employees, Employees have privileges and benefits such as Health insurance, Group Personal Accident insurance, death benefits of WVU employee, wedding of employee, annual leave allowance paid as a thirteenth pay , shopping voucher for every staff, acting allowance, hardship allowance and provident fund among others.

World Vision believes in training and developing its staff in order to better equip and suit them to their varied tasks. Training is therefore an inherent and an on-going component of World Vision ministry. The People & Culture Division liaises with other departmental heads to periodically assess the training needs of staff in different divisions/department/projects. These needs are then used to formulate a staff training and development programme for each ensuing financial year. Coupled with this is the whole process of performance management. This system organizes, monitors, guides and evaluates individual employee's growth and development within the framework of the organization. All supervisors are required to use a performance management process to support their staff. The training policy of World Vision Uganda encourages and supports her staff to engage in continuous professional development to increase their competences and enable them continuously improve work performance, Boxall and Steeneveld (1999)

This study specifically looked at how motivation contributes to employee performance in World Vision Uganda – Karamoja region. There are 3 offices in the Karamoja region with over eight different projects ranging from livelihoods, Advocacy, Peace building and conflict resolution, Climate change, Supplementary

feeding, Maternal Child and Nutrition, Safe Male circumcision and HIV and AIDS services.

1.2 Statement of the Problem

Much as World Vision Uganda through its People and Culture department have tried to put in place all sorts of motivation factors as evidenced in the Employee manual like salary and allowances being paid in time, accommodation for staff who are not from karamoja, improving working conditions by letting staff work half day on Fridays to enable those who come from far travel to their families, provision of tea, shopping vouchers for Christmas and retreats among others, (Armstrong 2000). Despite all the above and basing on the relationship between motivation and employee performance (Sam, 2012), there is still need for World Vision Uganda, Karamoja Region to bridge the gap that exists between motivation and employee performance that will overcome these so many complains, anonymous mails being written by staff and above all staff turnover which leads to poor performance since employees are concentrating on looking for employment opportunities outside the region rather than concentrating on their jobs.

Although employees have tried to air out their grievances in a number of forums and avenues, nothing much seems to be done by the management. Bassel et al (2005) suggests that some employees feel so demoralized to the extent that they may decide to keep reporting for work just because they do not have a choice as of now, but when an opportunity comes their way, they would gladly take them up and leave the organization.

However, the organization seems not to know how best to motivate its employees and also the hindrances and solutions to the hindrances of motivation are not known. If the solutions to the hindrances and types of motivation are not solved and unearthed employee de-motivation is likely to affect the achievement of the overall goals and objectives of World Vision Uganda, in Karamoja region. (Minutes of meeting held on 31/07/2013)

The study therefore sought to answer the question as whether motivation plays a role in enhancing employee performance in World Vision Uganda in Karamoja region and its contribution on employee performance.

1.3 Objectives of the Study

1.3.1 Major Objective

The major objective is to assess the contribution of motivation to employee Performance in World Vision Uganda, Karamoja Region.

1.3.2 Specific Objectives

- 1) To assess the types of motivators that exists in World Vision Karamoja Region.
- 2) To assess the effectiveness of motivation on staff performance.
- 3) To examine the relationship between motivation and performance of staff in World vision.

1.4 Research Questions

- 1) What are the types of motivation existent in World Vision Uganda, Karamoja region?
- 2) What is the level of motivation in the organization?

3) What is the relationship between motivation and performance of employees?

1.5 Scope of the study

1.5.1 Geographical Scope

The study was carried out in World Vision Uganda, Karamoja region located in the North Eastern part Uganda.

Karamoja sub-region is the poorest, most marginalised region of Uganda with the worst human development indicators compared to other regions in the country. Over 80% of its total population of 1,060,800 people is estimated to be living below the poverty line (UBOS, 2009). At least 90% of the region's population subsists through agro pastoral or purely pastoral livelihoods. Karamoja region face a triple impact of chronic drought, insecurity and poverty. The region has suffered consecutive years of successive shocks; severe drought, crop failure and low livestock productivity due to erratic weather conditions and below normal rainfall which have had a strong and adverse impact on food security.

Since 2001, Karamoja's weather patterns have been extreme and intense, resulting in frequent extended dry spells (2002, 2004, 2006, 2007, 2008, and 2009), it is predicted that the region will continue to experience these conditions due to climate change (Uganda Department of Meteorology, 2009). Since World Vision has its offices in three districts of Karamoja namely; Abim, Kotido and Kaabong, the research will be carried out in these districts. Abim the nearest of the three districts is 460Km from Kampala and Kaabong which is the furthest is 604 KM from Kampala. World Vision was chosen because despite it being rated the best paying NGO only second to the United Nations (UN) in Uganda, staff turnover is still high especially in the grants sector where Karamoja region is dependent on 100%.

1.5.2 Time Scope

The research covered the period 2010/2013 which is three financial years. The time frame is adequate enough for the policy to be reviewed and employee performance measured.

1.5.3 Content Scope

The study covers an independent variable- motivation (financial and non-financial), dependent variable employee performance (tonnage of food commodities distributed, cycles accomplished, number of mothers attending antenatal care, number of mother care groups formed and commitment and intervening variables (organisational policy, staffing culture and working environment).

1.6 Significance of the Study

It was evident that there was inadequate or limited understanding regarding the contribution of motivation to employee performance in World Vision-Karamoja region. The study therefore;

- 1) Provided an assessment of how motivation affected performance of employees working in the region.
- 2) The study also assessed the levels of motivation within the organisation and what needed to be done to motivate the employees more.
- 3) The study further contributed to a new paradigm for analyzing and approaching motivation of Employees through recommending the motivators that help improve employee performance in World Vision.

1.7 Justification of the Study

The organisation has done a lot in an effort to try and motivate their employees by offering various types of motivation; however, there are still some shortfalls that undermine employee motivation such as; unfair secondment opportunities, career stagnation as they are assumed to only be able to work in Food Aid programmes other than any other development, advocacy, or sponsorship programmes, (Tietjan et al 1998).

According to Antomioni (1999), the poor working environment and the high cost of leaving are other factors that undermine employee motivation. There was need therefore to assess the interventions that have been undertaken or needed to be undertaken to improve or uphold the motivation of employees of World Vision.

1.8 Definition of key terms

1.8.1 Motivation

Motivation by definition refers to what activates, directs human behavior and how this behavior is sustained to achieve a particular goal. Also it can be defined as the set of processes that arouse, direct and maintain human behavior towards attaining some goals. Jones (1955) argues that” Motivation is concerned with how behaviour gets started, is energized, is sustained, is directed, stopped and what kind of subjective reaction is present in the organization while all this is going on.”

It is also defined as the factors that influence people to behave in certain ways. It is therefore the forces that cause people to choose certain behavior from among the many affirmatives open to them (Amstrong, 2001).

1.8.2 Role of financial motivation

The potential role of money as (a) conditioned reinforce (2) an incentive which is capable of satisfying needs (3) an anxiety reducer (4) serves to erase feelings of dissatisfaction Opsahl and Dunette, (motivation and organizational climate).

1.8.3 Employee satisfaction

This refers to the positive or negative aspects of employee's attitude towards their jobs or some features of the job Ivancevich et al (Pp 448) *Organisational Goals*: A concept, which refers to the focus of attention and decision-making among employees of a sub-unit.

1.8.4 Employee attitudes

Mental state of readiness for motive arousal.

1.8.5 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.

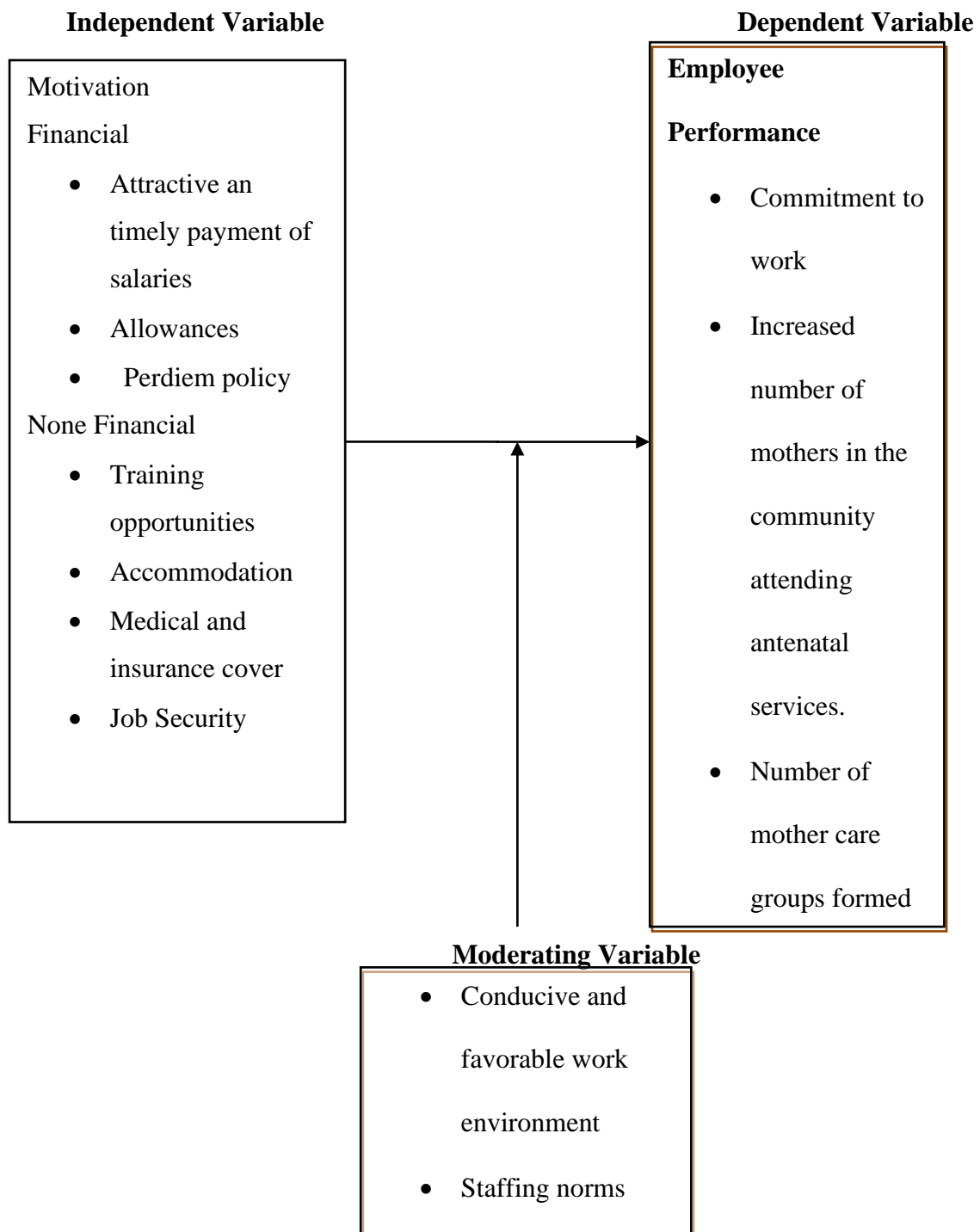
1.8.6 Efficiency:

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 organization to produce outputs with minimum use of inputs.

1.9 Conceptual Frame work

Since the research was to investigate the relationship between motivation and employee performance, the conceptual frame was used. It explains the independent, dependent and intervening variables as shown below;

Figure 1.0: Conceptual Framework of the relationship between motivation and performance.



Source: Adopted from Armstrong (2001) and modified by researcher (2014)

The diagram above shows a breakdown of the variables as they will be studied. The underlying assumption is that motivation which is the (independent) influences employee performance (dependent). A well motivated employee performs better in an organization. The arrow moving from motivation to the dependent variable (Employee Performance), shows that an employee who has been motivated by accommodation, allowances, promotions, good salary and trainings will be committed at work and is able to deliver realistic and provable results towards organizational goals hence performance.

The researcher assumes that a positive influence of motivation results in high employee performance while negative influences lower motivation and hence making employee performance low. This study selects other factors that are assumed to work in collaboration with motivation to influence employee performance under intervening variables. These include; staffing norms, work environment and organizational policy. These factors may affect both performance and motivation of employees since the organization may not have much control over them.

CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction

In this section, the researcher describe and explain the concepts, models and theories that are relevant in the field of motivation and necessary to facilitate a comprehensive analysis and understanding of the research question .It may be useful to conceptualize the term financial motivation and what its concepts are. A broader definition of motivation will be introduced.

2.1 Motivation

According to Greenberg and Baron (2003) this definition could be divided into three main parts. The first part looks at arousal that deals with the drive, or energy behind individual (s) action. People turn to be guided by their interest in making a good impression on others, doing interesting work and being successful in what they do. The second part referring to the choice people make and the direction their behavior takes. The last part deals with maintaining behavior clearly defining how long people have to persist at attempting to meet their goals.

Kreitner et al (1995), as cited in Linder (1998) defined motivation as “the psychological process that gives behavior purpose and direction, a predisposition to behave in a purposive manner to achieve specific unmet needs, an unsatisfied need, and the will to achieve, respectively. Young (2000) suggest that motivation can be defined in a variety of ways, depending on who you ask. Ask someone on the street, you may get a response like “it’s what drives us” or “it’s what makes us do the things we do.” Therefore motivation is the force within an individual that account for the level, direction, and persistence of effort expended at work.”

Halepota (2005) defines motivation as “a person’s active participation and commitment to achieve the prescribed results.”Halepota further presents that the concept of motivation is abstract because different strategies produce different results at different times and there is no single strategy that can produce guaranteed favorable results all the time.”

According to Antomioni (1999), “the amount of effort people are willing to put in their work depends on the degree to which they feel their motivational needs will be satisfied. On the other hand, individuals become de-motivated if they feel something in the organization prevents them from attaining good outcomes.

It can be observed from the above definitions that, motivation in general, is more or less basically concerned with factors or events that move, lead, and drive certain human action or inaction over a given period of time given the prevailing conditions. Furthermore the definitions suggest that there need to be an” invisible force” to push people to do something in return. It could also be deduced from the definition that having a motivated work force or creating an environment in which high levels of motivation are maintained remains a challenge for today’s management. This challenge may emanate from the simple fact that motivation is not a fixed trait –as it could change with changes in personal, psychological, financial or social factor, (Halepota 2005).

For this thesis, the definition of motivation by Greenberg & Baron (2003) is adopted, as it is more realistic and simple as it considers the individual and his performance. Greenberg &Baron defines motivation as:

“The set of processes that arouse, direct, and maintain human behavior towards attaining some goal. (Greenberg & Baron, 2003).

Bassett-Jones & Lloyd (2005) presents that two views of human nature underlay early research into employee motivation. The first view focuses on Taylorism, which viewed people as basically lazy and work –shy”, and thus held that these set of employees can only be motivated by external stimulation. The second view was based on Hawthorn findings, which held the view that employees are motivated to work well for “its own sake” as well as for the social and monetary benefits this type of motivation according to this school was internally motivated.

2.2 To Assess the types of motivation

What makes people do what they do? Why do some people succeed while others fail? The answer just might be motivation. We know that from an early age motivation prompts us to want to learn and exhibit different types of behavior and stimulates us to accomplish new feats of success. As we grow and mature through the different stages of our lives, we hopefully learn what motivates us and what does not.

What is motivation?

According to Armstrong (2000), Motivation is generally defined as the force that compels us to action. It drives us to work hard and pushes us to succeed. Motivation influences our behavior and our ability to accomplish goals.

There are many different forms of motivation. Each one influences behavior in its own unique way. No single type of motivation works for everyone. People’s

personalities vary and so accordingly does the type of motivation, that is most effective at inspiring their conduct.

Types of Motivation

Incentive

A form of motivation that involves rewards, both monetary and nonmonetary is often called incentive motivation. Many people are driven by the knowledge that they will be rewarded in some manner for achieving a certain target or goal. Bonuses and promotions are good examples of the type of incentives that are used for motivation (Lindner 1998).

Fear

According to Lindner (1998), Fear motivation involves consequences. This type of motivation is often one that is utilized when incentive motivation fails. In a business style of motivation often referred to as the, “carrot and stick,” incentive is the carrot and fear is the stick.

Lindner says that punishment or negative consequences are a form of fear motivation. This type of motivation is commonly used to motivate students in the education system and also frequently in a professional setting to motivate employees. If we break the rules or fail to achieve the set goal, we are penalized in some way.

Achievement

Achievement motivation is also commonly referred to as the drive for competency. We are driven to achieve goals and tackle new challenges. We desire to improve skills

and prove our competency both to others and to ourselves. Generally, this feeling of accomplishment and achievement is intrinsic in nature, (Kovach, 1987)

However, in certain circumstances the motivation for achievement may involve external recognition. We often have a desire or need to receive positive feedback from both our peers and our superiors. This may include anything from an award to a simple pat on the back for a job well done, (Kovach, 1987)

Growth

The need for self-improvement is truly an internal motivation. A burning desire to increase our knowledge of ourselves and of the outside world can be a very strong form of motivation. We seek to learn and grow as individuals, (Graham and Messner, 1998).

Motivation for growth can also be seen in our yearning for change. Many of us are wired by our personality or upbringing to constantly seek a change in either our external or internal environment or knowledge. We view stagnation to be both negative and undesirable, (Kovach, 1987)

Power

According to Kovach (1987), the motivation of power can either take the form of a desire for autonomy or other desire to control others around us. We want to have choices and control over our own lives. We strive for the ability to direct the manner in which we live now and the way our lives will unfold in the future.

We also often aspire to control others around us. The desire for control is stronger in some people than others. In some cases, the craving for power induces people to harmful, immoral, or illegal behavior. In other situations, the longing for power is merely a desire to affect the behavior of others. We simply want people to do what we want, according to our timetable, and the way we want it done, (Kovach, 1987).

Social

Many people are motivated by social factors. This may be a desire to belong and to be accepted by a specific peer group or a desire to relate to the people in our sphere or in the larger world. We have an innate need to feel a connection with others. We also have the need for acceptance and affiliation, (Graham and Messner, 1998).

A genuine and passionate desire to contribute and to make a difference in the lives of others can be another form of social motivation. If we have a longing to make a contribution to the world around us, it is generally a sign that we are motivated by social factors, (Graham and Messner, 1998).

Graham says that the real importance of understanding the different types of motivation is in our ability to determine which form of motivation is the most effective for inspiring the desired behavior in either others or ourselves. None of these styles of motivation is inherently good or bad, the positive or negative outcome is truly determined by the way they are used.

Recognition

Recognition of a job well-done is a great way to inspire employees, notes the human resources information site Biztrain. Recognition costs managers nothing and, to

employees that feel under-appreciated, can mean everything, (Herberg et al 1987). Praise doesn't need to be lavish or excessive, but keep track of employee achievement and publicly recognize it.

Coaching

According to Lindner (1998), many strategies that managers use to inspire people don't cost much money, and that's why they are effective: they require an investment of the manager's own time. Coaching is one way in which managers can utilize their time as a motivational tool. Sit down one-on-one with employees facing challenges and opportunities at your company and talk it through with them. Offer non-judgmental constructive criticism to help them improve and praise where it's deserved.

Leadership Opportunities

If you can't offer raises to top-performing employees, you can still give them compensation in the form of leadership opportunities. Promoting your best employees to positions of higher authority can inspire them to continue their excellent work. This can also help you retain great employees by presenting them with new challenges. Those who get bored in their current positions might soon look elsewhere for more dynamic work opportunities, (Shipley & Kiely, 1998)

Breaks from the Norm

According to Wiley (1997), Professional inspiration can also come from taking a break from the daily grind. There are a variety of ways to give employees a chance to recharge their batteries and escape from the norm, including office fun days, casual days and company events. You can even break up the work week with professional development by scheduling on-site and off-site seminars. Not only will employees

learn something, they'll also feel they're getting a reprieve from the normal day's work.

Bonuses

Usually annually, Bonuses motivates the employee to put in all endeavors and efforts during the year to achieve more than a satisfactory appraisal that increases the chance of earning several salaries as lump sum. The scheme of bonuses varies within organizations; some organizations ensure fixed bonuses which eliminate the element of asymmetric information, conversely, other organizations deal with bonuses in terms of performance which is subjective and may develop some sort of bias which may discourage employees and create setback. Therefore, managers must be extra cautious and unbiased.

Fringe benefits

Naukrihub (2009), Defines Fringe benefits as those non-taxable payments or services which are provided by the employers in addition to basic pay for time worked. Fringe benefits include; payments for time not worked, security and welfare plans, employee service. Fringe benefits are elements of remuneration given in addition to the various forms of cash pay. Wright (2003) also includes items that are not strictly remuneration, such as annual holidays. He further divided the fringe benefits as personal security, financial assistance, personal needs, company cars and fuel, other benefits which improve the standard of employees such as subsidized meals, clothing allowances, refund of telephone costs, mobile phones and credit card facilities and other intangible benefits. In the Uganda's public sector the common benefits provided to employees are car, fuel, housing and security although limited to senior staffs.

Importance and Optimism

Forbes Magazine recommends striving to inspire employees by conveying a sense of importance and optimism about their current work. "Employees are hungry for success stories," Lisa Quiroz, a vice president at Time Warner, told the magazine. Time Warner inspired employees by sharing the successes of its subsidiary channel CNN, which became a source of pride for employees, regardless of which Time Warner subsidiary they worked for. Share with employees your own company's successes to inspire greater efforts. If it's been a tough quarter, share the successes of a company similar to your own in a different market to inspire optimism about the future.

Motivational Theories

Even though much research has been conducted in the field of financial motivation and many researchers and writers have proposed theories on the concept of financial motivation, and its role in enhancing employee's performance in every organization some of these models have been widely used and accepted by today's organizations leaders. In this study; discussion on some of the motivational theories will include Alders (ERG theory), Maslow (Need theory), Vroom's (Expectancy theory), Adams (Social equity theory), and Taylor (productivity theory), Herzberg (Two factor theory), Mac Gregory (theory X and Y), Geogopalaus (path goal theory) and skinner (Reward theory). To better understand this discussion a summary of the theories is presented and an indebt discussion on Maslow and ERG theories on which I base my research overlooked.

Alder asserts in his Existence relatedness and growth theory commonly known as the ERG theory that there are three basic human needs: Existence, relatedness and growth, which must be met by an employee to enable him, increase performance.

Maslow (1987) suggests that human needs can be classified into five categories and that these categories can be arranged in a hierarchy of importance. These include physiological, security, belongings, esteem and self-actualization needs. According to him a person is motivated first and foremost to satisfy physiological needs. As long as the employees remain unsatisfied, they turn to be motivated only to fulfill them. When physiological needs are satisfied they cease to act as primary motivational factors and the individual moves “up” the hierarchy and seek to satisfy security needs. This process continues until finally self actualization needs are satisfied. According to Maslow the rationale is quite simple because employees who are too hungry or too ill to work will hardly be able to make much a contribution to productivity hence difficulties in meeting organizational goals.

Vroom (1964) proposes that people are motivated by how much they want something and how likely they think they are to get it he suggest that motivation leads to efforts and the efforts combined with employees ability together with environment factors which interplay’s resulting to performance. This performance intern leads to various outcomes, each of which has an associated value called Valence.

Herzberg suggested that there are factors in a job, which causes satisfaction. These he called intrinsic factors (motivators) and other factor he refers to as dissatisfies (hygiene factors).

According to him if the motivational factors are met, the employee becomes motivated and hence performs higher.

Mac Gregory suggested that there exist two sets of employees (lazy and ambitious employees) with lazy employees representing theory X, hard and ambitious workers representing Y. According to him the lazy employee should be motivated to increase performance in an organization

Geogopalaus path Goal theory of motivation states that, if a worker sees high productivity as a path leading to the attainment of one or more of his personal goals, he will turn to be a high producer. But if he sees low productivity as the path leading to the attainment of his goal he will turn to be a low producer and hence needs to be motivated.

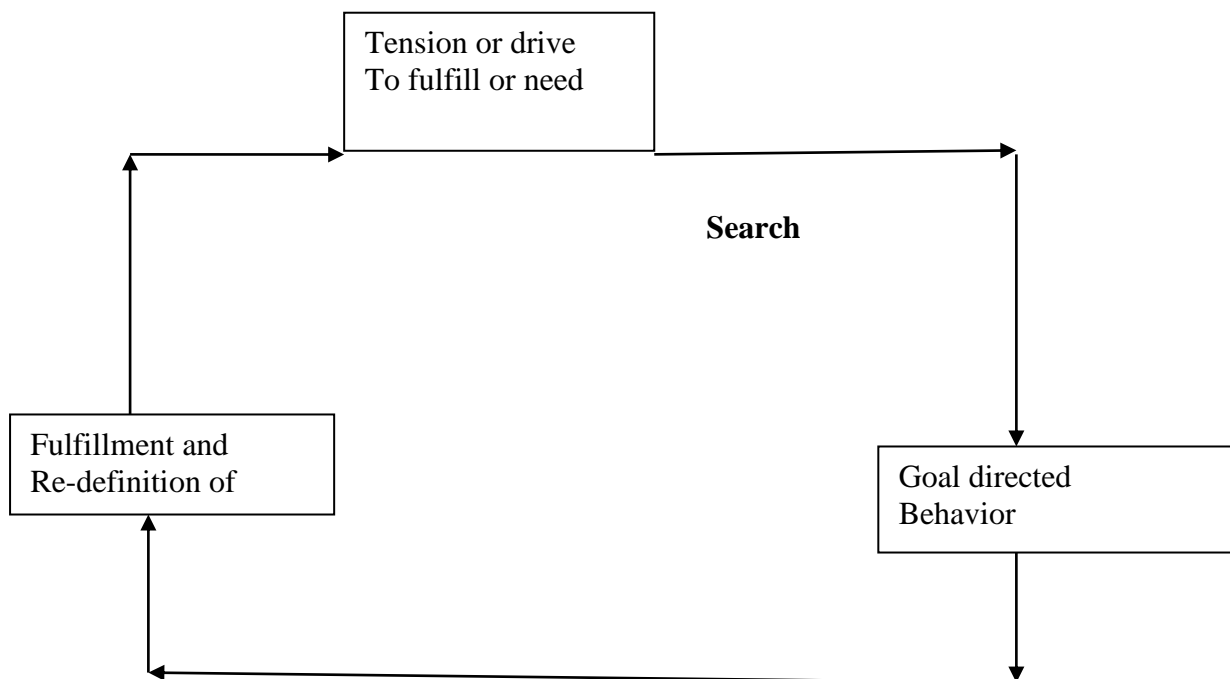
This discussion on the above motivational theories explains the fact that the concept of employee's motivation has been a critical factor addressed by previous authors as what determines the core competence of every organization in achieving a competitive position.

Skinner who propounded that any behavior that is rewarded tends to be repeated supported this view. The term motivation has been used in numerous and often contradictory ways. Presently there appears to be some agreements that the crucial thread that distinguishes employee's motivated behaviors from other behavior is that it is goal directed behavior, Bindra (2000

P223) argues that the core of motivating individuals lies in the goal-directed aspect of behavior.

Jones suggested “motivation is concerned with how behavior gets started, is energized, is sustained, is directed, is stopped and what kind of subjective re-action is present in the organization while this is going on. The Jones statement can be converted into a diagram which shows the employee motivational process as it influences performance.

Figure 1.2: The process of employee’s motivation



The figure above illustrates that the process begins because of tension within drives or needs of an employee. Next there is a search within the company or groups or within employee to fulfill his/her desires. When the employee is satisfied with his financial motivation he redefines his/her desires and needs and the process is initiated again.

These groups of researchers were over the years divided into what was later labeled the content and process theories of motivation.

According to Steers, Mowday & Shapiro (2004) the process generated during this period makes this period referred to as “the golden age of work motivation theories”.

“Never before and, some would argue, never since has so much progress been made in explicating the aetiology of work motivation” (Steers et al., 2004)

Bassett-Jones & Lloyd (2005, p. 932) suggests that the “content theorists led by Herzberg, assumed a more complex interaction between both internal and external factors, and explored the circumstances in which individuals respond to different internal and external stimuli. On the other hand, process theory, where Victor Vroom was the first exponent considers how factors internal to the person result in different behaviors. From the focus point of these two groups, one could observe that the process theories attempt or try to understand the thinking processes an individual might go through in determining how to behave in a workplace. The primary focus was on how and why questions of motivation, how certain behavior starts, developed and sustained over time. It is true that human behavior in general is dynamic and could affect the individual’s personal attitude as well as factors surrounding that individual. These exogenous factors eminent from the environment in which the individual operates generate stimuli to employees.

According to Steers’ et al (2004), employees in general are goal seeking and look for challenges and expect positive re-enforcement at all times. Hence it could only be of benefit if organizations could provide these rewards and factors. Though I have discussed earlier in this study that employees are financially motivated, motivation could be seen as a moving target, as what motivates differs among different people. And may even change for the same person over a given period of time, developments within the modern organization has probably made motivating employees ever more

difficult due to the nature of every individual, behavior increasing the complexity of what can really motivate employees.

According to Bassette-jones & Lloyd (2005), “expectancy, equity, goal setting and reinforcement theory have resulted in the development of a simple model of motivational alignment. The model suggests that once needs of employees are identified and organizational objectives and also satisfy employee needs. If poorly aligned, then low motivation will be the outcome”.

According to Wiley (1997), “modern approaches to motivation may be organized into three related clusters: (1) personality-based views (2) cognitive choice or decision approaches and (3) goal or self-regulation perspective; where personality-based views emphasize the influence of enduring personal characteristics as they affect goal choice and striving.

Workplace behavior is posited to be determined by persons current need state in certain universal need category. Cognitive choice approaches to work motivation emphasize two determinant of choice and action; expectations, and subjective evaluation of the consequences associated with each alternative. These expectancy value theories are intended to predict an individual choice or decision. Goal framework to work motivation emphasize the factors that influence goal striving which focuses on the relationship between goals and work behavior. The assumption is that an employee’s conscious intentions (goals) are primary determinants of task-related motivation since goals direct their thoughts and action”. It is worth noting that an in-depth review of all the different theories mentioned above, is beyond the scope of this study. However, the personality-based perspective of work motivation within

which Maslow's need theory of motivation and Alders ERG's theory falls will provide the main support and serve as a foundation for the research reported in this study. Specifically, as organizational scholars have paid a great deal of attention to the idea that people are motivated to use their jobs as mechanisms for satisfying their needs. This study intends to use Maslow's hierarchy of needs theory of motivation as a foundation to identify the factors that motivate today's employees, and in the process determine a ranking order of factors that motivates these employees, the original Maslow theory will be looked at in more detail hereof.

2.3 To assess the effectiveness of motivation on staff performance

The "motivation to work" published by Maslow probably provided the field of organizational behavior and management with a new way of looking at employees job attitudes or behaviors in understanding how humans are motivated. Probably the best-known conceptualization of human needs in organizations has been proposed by this theory. Abraham

Maslow was a clinical psychologist, who introduced his theory based on personal judgments, which was generally known as the need hierarchy theory. According to him if people grew in an environment in which their needs are not met, they will be unlikely to function as healthy individuals or well-adjusted individuals. This idea was later applied to organizations to emphasize the idea that unless employees get their needs met on the job, they will not function as effectively as possible. Specifically Maslow theorized that people have five types of needs and that these are activated in a hierarchical manner. This means that these needs are aroused in a specific order from lowest to highest, such that the lowest-order need must be fulfilled before the next order need is triggered and the process continues. If you look at this in a motivational

point of view Maslow's theory says that a need can never be fully met, but a need that is almost fulfilled does not longer motivate. According to Maslow you need to know where a person is on the hierarchical pyramid in order to motivate him/her. Then you need to focus on meeting that person's needs at that level (Robbins 2001).

According to Greenberg and Baron (2003) the five needs identified by Maslow corresponds with the three needs of Alderfer's ERG theory. Whereas Maslow's theory specifies that the needs be activated in order from lowest to highest Alder's theory specifies that the needs can be activated in any order. His approach is much simpler than Maslow's. Alder specifies that there exist three main needs as opposed to five postulated by Maslow. This human basic needs include existence, relatedness and growth. These needs according to Alder need not necessarily activated in any specific order and may be activated at any time. According to him Existence needs corresponds to Maslow's physiological needs and safety needs. Relatedness needs corresponds to Maslow's social needs and growth needs corresponds to esteem and self actualization needs by Maslow

Below is a summary of these needs that in this study are divided into Deficiency needs

(Psychological, safety, social needs) and Growth needs (esteem, self-actualization needs).

Factors Explanation

Physiological needs are the need at the bottom of the triangle and include the lowest order need and most basic. This includes the need to satisfy the fundamental biological drives such as food, air, water and shelter. According to Maslow

organizations must provide employees with a salary that enables them to afford adequate living conditions. The rationale here is that any hungry employee will hardly be able to make much of any contribution to his organization.

Safety needs: This occupies the second level of needs. Safety needs are activated after physiological needs are met. They refer to the need for a secure working environment free from any threats or harms. Organizations can provide these needs by providing employees with safety working equipment e.g. hardhats, health insurance plans, fire protection etc.

The rationale is that employees working in an environment free of harm do their jobs without fear of harm.

Social needs: This represents the third level of needs. They are activated after safety needs are met. Social needs refer to the need to be affiliated that is (the needed to be loved and accepted by other people). To meet these needs organizations encourage employees participation in social events such as picnics, organizations retreats etc

Esteem needs: This represents the fourth level of needs. It includes the need for self-respect and approval of others. Organizations introduce awards banquets to recognize distinguished achievements.

Self-actualization: This occupies the last level at the top of the triangle. This refers to the need to become all that one is capable of being to develop ones fullest potential. The rationale here holds to the point that self-actualized employees represent valuable assets to the organization human resource.

Most research on the application of need theory found that although lower-level managers are able to satisfy only their deficiency needs on the jobs, managers at the top level of organizations are able to satisfy both their deficiency and growth needs (Greenberg & Baron 2003) this view was supported by Shipley & Kiely (1988) Shiply & Kiely (1988, p.18) argue that as “need satisfaction is an attitude, and that it is perfectly possible for a worker to be satisfied with his/her need, but not be motivated the reverse of which holds equally true. Hence, need satisfaction and motivation are not synonymous and both need fulfillment and un- fulfillment can have negative as well as positive influence on motivation

Organizational /managerial Applications of Maslow’s Need theory

The greatest value of Maslow’s need theory lies in the practical implications it has for every management of organizations (Greenberg & Baron 2003 p.195). The rationale behind the theory lies on the fact that it’s able to suggest to managers how they can make their employees or subordinates become self-actualized. This is because self-actualized employees are likely to work at their maximum creative potentials. Therefore it is important to make employees meet this stage by helping meet their need. Organizations can take the following strategies to attain this stage

Recognize employee’s accomplishments: Recognizing employee’s accomplishments is an important way to make them satisfy their esteem needs. This could take the form of awards, plaques etc. It should be noted that according to Greenberg &Baron awards are effective at enhancing esteem only when they are clearly linked to desired behaviors. Awards that are too general fail to meet this specification.

Provide financial security: Financial security is an important type of safety need. So organizations to motivate their employees need to make them financially secured by involving them in profit sharing of the organization. In a research carried out with AT&T and Wang showed that 50% of their employees received financial outplacement services to assist laid-off employees in securing new jobs.

Provide opportunities to socialize: Socialization is one of the factors that keep employees feel the spirit of working as a team. When employees work as a team they tend to increase their performance. Research conducted on IBM shows that it holds a “family day” picnic each spring near its Armonk, New York headquarters. This helps employees feel more of a family than just colleagues at work. There is a sense of belonging and hence improved performance.

Promote a healthy work force: Companies can help in keeping their employees physiological needs by providing incentives to keep them healthy both in health and mentally. In Uganda today most organizations offer a health insurance for their employees and dependants. In World Vision for example, an employee and his or spouse and three biological children are catered for. This improves employee motivation since there is an incentive to work. However incentives may be an incentive to work but not performance per say as this study will find out.

Criticisms of Maslow’s Need theory of motivation

Maslow proposed that if people grew up in an environment in which their needs are not met, they would be unlikely to function as healthy, well-adjusted individuals.

Research testing

Maslow's theory has supported the distinction between the deficiencies and growth needs but showed that not all people are able to satisfy their higher-order needs on the job. According to the results of the research managers from higher echelons of organizations are able to satisfy both their growth and deficiency needs lower level managers are able to satisfy only their deficiency needs on the job. Maslow's theory has not received a great deal of support with respect to specific notion it proposes (Greenberg & Baron 2003, p195). To them this model is theorized to be especially effective in describing the behavior of individuals who are high in growth need strength because employees who are different to the idea of increasing their growth will not realize any physiological reaction to their jobs.

According to Graham & Messner (1998, p.196) there are generally three major criticisms directed to the need theory and other content theories of motivation. (a) There is scant empirical data to support their conclusions, (b) they assume employees are basically alike, and (c) they are not theories of motivation at all, but rather theories of job satisfaction. This was supported by the views of Nadler & Lawler (1979) in Graham & Messner (2000).

Nadler & Lawler (1979) cited in Graham & Messner (2000) were also critical of the need theory of motivation. They argue that the theory makes the following unrealistic assumptions about employees in general that: (a) all employees are alike (b) all situations are alike and that (c) there is only one best way to meet needs.

Another critic to this view was Basset-Jones & Lloyd (2004).

Basset-Jones & Lloyd (2004) presents that in general, critics of the need theory argue that it is as a result of the natural feeling of employees to take credit for needs met and

dissatisfaction on needs not met. Nonetheless and regardless of the heavy criticism levied at the hierarchy of need theory, I believe that this theory has made a significant contribution in the field of organizational behavior and management especially in the area of employee motivation and remains attractive to both researchers and managers alike. The incorporation of the need theory into the work environment today could be as a result of the contributions made so far by Maslow's Hierarchy of need theory.

Empirical studies on employee motivation using the original and adapted Maslow's model

If any person has to come up with the question that is there any need for employees motivation The answer to this type of question of-course should be simple-the basic survival of every organization be it public or private limited before, today and in the foreseeable future lies in how well its work force is motivated to meet the objectives of the organization. This explains why the human resource department in today's organization has become a focus of its core functions. I think that motivated employees are needed in this rapidly Business world where the principal-agent conflict is the issue confronting most managers. Most organizations now consider their human resources as their most valuable assets (a strategic or competitive advantage). Therefore, in order to effectively and efficiently utilize this strategic asset, I believe managers and the organization as a whole must be able and willing to understand and hopefully provide the factors that motivate its employees within the context of the roles and duties they perform. This is because highly motivated employees are the cause of high productivity levels and hence higher profits for the organization. Having noted this rationale the next question one may ask would be "what factors motivate today's employees"?

According to Wiley (1997) at some point during our lives, virtually every person may have to work. He claims that working is such a common phenomenon that the question “what motivates people to work is seldom asked. Wiley went on to say that “we are much more likely to wonder why people climb mountains or commit suicide than to question the motivational basis of their work”. Therefore, exploring the attitudes that employees hold concerning factors that motivate them to work is important to creating an environment that encourages employee motivation.

From the much amount of literature available on employee motivation, it is clearly evident that a lot of surveys regarding employees and what motivates them have been undertaken.

These employee motivation surveys have been conducted in many different job situations, among different categories of employees using different research methods and applications.

One of the very first survey to be conducted was on industrial workers by (Hershey & Blanchard, 1969) over the years, similar or different survey employees have been carried out

(Kovach, 1993) (Wiley, 1995), (Lindner, 1998, 1999).

According to a research carried out by Kovach on industrial employees who were asked to rank ten “job rewards” factors based on personal preferences where the value 1 represented most preferred and 10 being the least preferred. The results were as follows (1) full appreciation of work done (2) feeling of being (3) sympathetic help with personal problems (4) job security (5) Good wages and salaries (6) interesting work (7) promotion & Growth (8) employees loyalty (9) Good working conditions

(10) tactful discipline During the periods of (1946, 1981 & 1986) when employee surveys were carried out, supervisors were at the time asked to rank job rewards, as they thought employees would rank them. The rankings by the supervisors were relatively consistent for each of the years. These rankings were as follows: (1) Good wages (2) Job security (3) promotion and Growth (4) working conditions (5) interesting work (6) personal loyalty to employees (7) tactful discipline (8) full appreciation (9) sympathetic help with personal problems (10) recognition (Kovach 1987)

The results from the supervisor survey indicated that their ranking had not changed over the study period with regards their collective perception of factors that motivate employees. This showed that they had a very inaccurate perception of what motivates employees but also that they did not realize the importance of the need theory

2.4 Relationship between Motivation and Performance.

Business owners aim to build a business model with a workforce trained to serve customers in different ways. Employees who give their best performance will positively affect organizational performance. Employees who give less than their best create gaps in performance for the organization. Your business can benefit from a management team that motivates employees to increase overall business performance, (Wiley 1997)

Most companies expect department managers to motivate employees, and managers sometimes set about trying to achieve this by offering financial incentives to employees as well as promotions or additional paid-time off, (Steers et al 2004). Many firms use approaches that are based upon research by psychologists, such as

Abraham Maslow who developed the Hierarchy of Needs in the 1950s. Using Maslow's list of motivators, managers attempt to match the personalities or needs of their clients with the needs identified by psychologists, and motivate employees by linking their needs with their job performance. Someone with low self-esteem may be motivated by the chance to earn recognition, while someone experiencing financial problems may be motivated by the need to earn the money needed to have a sense of security, (Nelson 2001)

Rewarding People equitability is the key engines that bring about success in attraction, retention and motivation of employees which will reduce the employee turnover rate in such organizations, (Bernadin, 2007). Turnover may be voluntary or involuntary. The cause of high turnover may be low salaries and wage levels, absence of fringe benefits and poor working conditions besides other personal reasons.

According to Armstrong (2008), Reward strategy is ultimately a way of thinking that you can apply to any reward issue arising in an organization, to see how value can be created from it. To him, it is necessary to recognize that effective reward strategies have three components: They need to clearly define goals and a well-defined link' to organizational objectives, there is need to have a well designed pay and reward programs tailored to the needs of the organization and its people and consistent and integrated with one another and there is need to be effective and supporting human resources and reward process in place.

Modern psychologists and behavioral analysts have argued that a leader cannot motivate an unmotivated employee, and that motivation must begin with the

employee. Using this rationale, some employees perform poorly at work because they lack motivation. No matter what is tried, bosses cannot raise their level of performance by attempting to use rewards or punitive action as motivators (Nelson, 2001).

Many managers keep track of the actions of employees and the results that those actions generate. Managers look for a correlation between the amount of effort an employee puts forth through actions such as making sales calls, and that employee's sales results as compared with other seemingly less motivated employees. Other variables that an employee cannot control, such as the behavior of clients, can also impact an employees' performance. While motivation and job performance are linked, even highly motivated employees can experience performance issues at work, (Hershey & Blanchard, 1969).

2.5 Summary of the Literature review

The chapter reviewed literature in relation to the study objectives and the linkage were established between motivation and employee performance. The reviewed literature suggests that there is a strong relationship between motivation and employee performance of World Vision projects. However, this summarizes that motivation plays a major role in employee performance of World Vision projects since all Nongovernmental organizations are target to donor funding.

CHAPTER THREE: METHODOLOGY

3.0 Introduction

This chapter gives an account of the research design that was employed in the study, area of the study, sampling procedure, research methods and instruments, data collection and data analysis procedure validity and reliability, and measurement of variables that were used in the final presentation of findings of the study.

3.1 Research Design

The researcher used descriptive and analytical survey in the study. Questionnaires were used in the study because all the respondents were Literate. Observations were also employed accordingly. The research used a Case Study design because the researcher was able to focus on a particular group of people within a specific context.

3.2 Study Area

The study was carried out in Kaabong, Kotido and Abim districts specifically in World Vision offices. World Vision was preferred for study because it is one of the biggest NGO operating in the Northern Karamoja region in the three districts of Abim, Kotido and Kaabong. World Vision also has the largest number of employees in the region. This offered a wider range of respondents for the study consequently presenting objective representation of findings.

Abim the nearest of the three districts is 460Km from Kampala and Kaabong which is the furthest is 604 KM from Kampala.

3.3 The Study Population

The sample frame consisted of sixty (60) employees of World Vision Karamoja region since they are the beneficiaries of the motivational schemes and are affected by

their high or low levels. Twenty (20) people were selected from each of the three districts that World Vision is operating in.

Table 3.1 showing sample size of respondents

Respondents	Study population	Sampling size	Sampling technique
Managers	6	6	Random
MCHN Officers	9	8	Random
Administration	6	5	Random
Accountants	4	3	Purposive
Field monitors	18	15	Random
M & E Staff	2	2	Purposive
Community Mobilizers	6	5	Purposive
Drivers	9	8	Random
Total	60	52	

Date source: primary source

3.4 Sampling procedure

The study adopted a random sampling as it gave every employee an equal chance of being chosen to participate in the study. Purposive sampling was employed in the case of key informants because they were assumed to be knowledgeable about motivation and performance issues within the organization.

3.4.1 Sample size

The researcher used the Slovin's formula to calculate the sample size of the population as follows;

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

n = Sample size, e = the proportion of sampling error and N = population.

The researcher used figure 60 total number of respondents; the Slovin's formula was then used to get the sample size as below;

$$\frac{n = 60}{1 + 60(0.05)^2} = \frac{60}{1 + 60(0.0025)} = \frac{60}{1 + 0.15} = \frac{60}{1.15} = 52$$

3.4.2 Sampling Techniques

The researcher used different sampling techniques to select the actual respondents and informants.

1) Purposive Sampling

For qualitative research, the researcher used purposive sampling technique.

These were the managers who are the implementers of motivation in the organization.

2) Random Sampling

Random sampling was used for qualitative research. This sampling technique gave every population category an equal opportunity of being included in the sample.

3.5 Sources of Data

The data used in this study was derived from primary and secondary sources. The primary sources of data were the employees of World Vision in Karamoja region. Secondary data included among others, review of related literature published by past scholars, the internet and libraries.

3.6 Data Collection, Methods and Instruments

The researcher obtained an introductory letter from the Management of Uganda Martyrs' University Mbale which enabled her seek permission to gather data from the primary source after approval of the instruments.

3.6.1 Questionnaires

The researcher administered the questionnaires herself (Self administered) with the help of the supervisor. These questionnaires were handed out to respondents who then filled them without assistance from the interviewer. The questionnaires were semi structured so as to capture both qualitative and quantitative data. Questionnaires were offered to the respondents since they were all able to read and write.

3.7 Quality Control Method

In this section the researcher established the reliability and validity of the instruments used.

3.7.1 Reliability

To ensure that the researcher got reliable data, the questionnaires were clear and understandable to the respondents. The language used was clear and as simple as possible. The questionnaire had explanations to respondents where they required to choose from and also where to write explanatory answers. I also ensured that the

questionnaires were approved by my supervisor before administering them to the respondents.

3.7.2 Validity

To maintain validity, different instruments were used to produce findings that are in agreement with the theoretical or conceptual values. The instruments should be able to produce accurate results and to measure what it is supposed to measure. The researcher pretested the questionnaires and made corrections where necessary before finally administering them to the respondents. To ensure that the instruments produce valid results, the researcher used both face validity and content related validity measures.

Face validity is the face judgment regarding how the instrument to be used will be validated (Odiya 2009).

Content related validity of an instrument is about the extent to which the items represent the content of the attribute being measured. It assesses the degree to which the items covered the domain of the attribute it is designed to measure (Oso, 2005).

3.8 Data Analysis

The data collected was analyzed both quantitatively and qualitatively through descriptive statistics. Tabulations, frequencies, percentages and pie charts were done using a Statistical Program for Social Sciences (SPSS) software and Microsoft Excel in the analysis.

The analyzed data was be presented systematically and analytically interpreted to show the contribution of Motivation to employee performance in World Vision Uganda- Karamoja region.

3.9 Ethical Considerations

The ethical issues such as clearance, informed consent, voluntary participation of respondents and no harm to participants, confidentiality and objectivity as highlighted by various authors (Bailey, 1994) was considered during the actual study and research.

3.10 Summary of methodology

This chapter was about the methodology adopted to undertake research, a descriptive research design usually associated with qualitative research. The sample size was 52 arrived at by use of sloven's formula. The key methods and instruments were face to face interviews and questionnaires and supplemented by documentary review.

3.11 Limitations of the study

1. The respondents were not very free to express themselves openly about the subject matter. The researcher had to ensure that names were not written on the questionnaires. The researcher asked the respondents to drop the filled questionnaires in a box in a strategic place so as to build their confidence as far as confidentiality was concerned.
2. Most of the respondents were field based staff who had to leave for the field every morning and hence getting the questionnaires in time was quite challenging since they came back from the field late.
3. Some of the respondents did not return the questionnaires thus getting only 96% participation.

CHAPTER FOUR: PRESENTATION, ANALYSIS AND DISCUSSION OF THE FINDINGS

4.0 Introduction

The researcher uses bar graphs, pie charts and cross tables to analyze and present the information collected from the respondents. All responses given by the respondents were analyzed, interpreted, presented and discussed.

The researcher gave out 52 questionnaires (fifty two) and all the 52 (fifty) questionnaires were returned representing 100% of the sample population.

4.1 Characteristics' of the respondents

The researcher looked at the characteristics of respondents as gender, position, length of employment with World Vision, terms of employment and level of education as illustrated in the table below.

4.1.1 Gender

The researcher found out about the gender of the respondents and these were categorized as male and female

Table 4.1 Table showing Gender of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	34	66.0	66.0	66.0
	Female	18	34.0	34.0	100.0
	Total	52	100.0	100.0	

Source: Primary data 2014

With reference to table 4.1 above, it was revealed that 66% of the respondents were male and 34% female. This depicts that more males are employed by World Vision Uganda in Karamoja region. The findings represent the views of the two sex groups about motivation and performance of employees in World Vision Karamoja region. This was required for the research to elicit a balanced picture of the views of the respondents.

4.1.2 Rank of Respondents

The researcher carried out the research among Senior, middle level management and Field based staff in World Vision Karamoja region.

Table 4.2: Table showing the Rank of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Senior management	8	16.0	16.0	16.0
	Middle management	19	38.0	38.0	54.0
	Field Based	20	40.0	40.0	94.0
	Others	5	6.0	6.0	100.0
	Total	52	100.0	100.0	

Source: Primary Source 2014

Table 4.2 above shows that 16% of the respondents were senior staff, 38% were middle level staff, 40% was field based staff and only 6% fell under other staffs who among others are the M&E staff and administrative staff. This indicates that the researcher took staff ranks into consideration with an implication of majority of the respondents being Field based staff. This means that many are poorly motivated since they have low salary, allowances, and promotion and training opportunities are low. Fried and Ferris (1987) agree with these findings in their study that higher occupational levels are generally associated with higher job satisfaction because people at these levels have greater opportunities to satisfy their needs for greater autonomy, challenge and responsibility at work.

4.1.3 Length of employment

The researcher examined the length of time the respondents had worked in the organization since this impacts directly on the motivation of employees. The

respondents were categorized as those who had worked between 0-2 years, 2-5 years, 5-10 years and those above 10 years of working with the organization.

Table 4.3: Table showing the Length of employment with the Organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 0-2 Years	11	22.0	22.0	22.0
2-5 Years	4	8.0	8.0	30.0
5-10 Years	33	66.0	66.0	96.0
10 and above years	4	4.0	4.0	100.0
Total	52	100.0	100.0	

Source: Primary data 2014

The table 4.3 above shows the length of time of employment of the respondents in World Vision Karamoja region. The table shows that majority of the staff (66%) had worked for 5-10 years in the organization, 22% had worked for 0-2 years, 8% for 2-5 years and only 4% above ten years. This had the implication that majority of the staff had worked for long and so their level of motivation may have been compromised due to complacency and boring work. Ronen (1978) agrees with this view in favor of a U-shaped relationship, in that in the early stages of employment, when the situation is still new and exciting, many employees are more satisfied than later on, due to the stimulation and challenge of developing new skills and abilities especially after a few years discouragement is quite common, due to disappointment about advancement in

the job. However on the other side of the coin, job satisfaction appears to increase again after a number of years' experience and improves steadily from there on.

In the opinion of the researcher, a well experience workforce in the organization performs better than the inexperienced work fork force which World Vision Karamoja seems to have in existence.

4.1.4: Positions of the respondents.

The researcher also looked at the various positions of the respondents which were categorized as managers, officers, Field Monitors and others. These positions perform various kinds of duties but work as a team in the organization so as to achieve a common organizational objectives and goals.

Table 4.4: Table showing positions of the respondents in the organization.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Manager	4	8.0	8.0	8.0
Officer	8	16.0	16.0	24.0
Field monitor	29	58.0	58.0	82.0
Other	11	18.0	18.0	100.0
Total	52	100.0	100.0	

Source: Primary Source 2014.

Table 4.4 above shows that 8% of the respondents were Managers, 16% were officers, 58% were Field monitors and 18% were falling under the other category who work in the finance, Administrative and Monitoring departments. This indicates that the majority of staff in World vision Karamoja are field based staff rather than those who work from within office premises.

4.1.5 Terms of Employment.

The researcher looked into terms of employment or service of the respondents since this is one of the motivators which affected the performance of staff. These included, Permanent terms, contract terms, probation and secondment.

Table 4.5: Table showing Terms of employment of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Expatriate	2	4.0	4.0	4.0
	Contract	46	92.0	92.0	96.0
	Probation	4	4.0	4.0	100.0
	Total	52	100.0	100.0	

Source: Primary data 2014.

With reference to table 4.5 above, 92 % of the respondents were on contract term kind of employment, 4% as expatriates and the other 4% as staff on probation, none of the respondents was on secondment. The percentage of those on contract is very high implying that this staffs are always on the lookout of other job opportunities since

they may feel insecure in their current positions. This could present de-motivated staff. As pointed out by Armstrong (2001), staffs that have job security are more motivated and perform better. Hence forth since for World Vision the majority of staffs are on contract terms, they may not perform to the best of their ability.

4.1.6 Level of Education of the Respondents.

The researcher looked at the levels of education of the respondents to help understand their levels of motivation and performance as follows;

Table 4.6: Table showing level of Education of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
Masters	2	4.0	4.0	4.0
Under graduate degree	42	84.0	84.0	88.0
Diploma	5	10.0	10.0	98.0
Certificate	3	4.0	4.0	100.0
Total	52	100.0	100.0	

Source: Primary Data

Table 4.6 above shows that 42 out of 50 respondents representing 84% of the respondents were under graduate degree holders, 5 out of 50 representing 10% of the respondents have diploma while 1% have masters and certificates. This could explain the big number of staff in World Vision. There are very few staff with Masters Degrees as compared to those with under graduate degrees. Some indicated that job satisfaction decreases as education level increases, (Huddleston et el 2002). A feasible explanation for relationship for the case of Karamoja is that those who are employed

are young graduate from university who would not mind working in Karamoja a hard to reach area since they are looking for jobs desperately, however they end up being trapped in Karamoja and have no opportunity to enroll for masters since the programmes may not favor them except the daring ones.

4.2 Types of motivation

In an attempt to find out if there were any motivations offered by World Vision to its staff, the researcher inquired about the types of motivation that were available and recognized by the staff.

Table 4.7: Table showing types of motivation received by respondents.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Salary and Allowances	15	30.0	30.0	30.0
Training, accommodation and salary	31	66.0	66.0	96.0
Other	4	4.0	4.0	100.0
Total	50	100.0	100.0	

Source: Primary data 2014

The above table 4.7 shows that 31 respondents out of 50 representing 66% of the respondents received trainings, accommodation and good salaries while 15 out of 50 representing 30% of the respondents received good salaries and allowances as motivation and 2 out of the 50 representing 2% received other kinds of motivation that are not mentioned by the researcher. When you combine the fifteen respondents

who admitted to receiving good salary and allowances to the thirty three who received trainings, salaries and accommodation, a total of 48 respondents received salary representing 96 % of the respondents. The fact that 96% of the employees received salary is not a guarantee that their performance will improve because salary is looked at as a reward rather than a motivator. It should however be noted that although salary may not be a motivator, if staff miss salary for even a week, they would be demotivated and fail to perform well.

4.2.2 What offers the greatest motivation to respondents?

The researcher looked at rewards that offer the greatest motivation to the respondents more by rating them based on salary, allowances, accommodation, training and promotion.

Table 4.8: Table showing what offers the greatest motivation to respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Salary	15	30.0	30.0	30.0
Allowances	12	24.0	24.0	54.0
Accommodation	22	44.0	44.0	98.0
Other	3	2.0	2.0	100.0
Total	52	100.0	100.0	

Source: Primary data 2014

The table 4.8 above shows that the respondents who prioritized accommodation were 22%, good salary 15%, allowances 15% and 1% for other motivators. This implies that more staff prioritized accommodation, followed by salary and allowances. This confirms Herzberg et al (1987), argument that while lack of money can cause

dissatisfaction and its provision does not result in lasting satisfaction. This may be true because if you look at the results of the survey more respondents mentioned accommodation as the greatest motivation. Looking at Karamoja region and the type of houses that are there, very few people have decent accommodation facilities and since World Vision offers accommodation the most decent and dignifying accommodation, it is no wonder that the respondents acknowledged accommodation as one of the greatest motivations they have.

4.2.3 Level of satisfaction of respondents

The researcher went ahead to look at the level of satisfaction and content of respondents of the motivations they received using parameters such as strongly agree, agree, strongly disagree, disagree and not sure

Table 4.9: Table showing if respondents were contented (satisfied) with the kind of motivation that they received. Contented

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Agree	17	34.0	34.0	34.0
Disagree	28	56.0	56.0	90.0
Not sure	7	10.0	10.0	100.0
Total	52	100.0	100.0	

Source: Primary data 2014

Table 4.9 above showed that majority of the respondents disagreed that they were contented with the motivations they received from the organization. Most of the respondents 56% disagree that they are contented with the motivation they received,

34% agree that they are contented while 10% seem not to be sure of weather they are contented or not. There were no respondents who strongly disagreed or strongly agree. This implies that much as the respondents may disagree, there is evidence enough that the organization is giving some kind of motivation to its staff.

4.2.4 Big Motivation leads to better performance

In trying to relate motivation to performance, the researcher tried to see the relationship between motivation and performance by finding out if more or bigger kind of motivation was offered to staff they would perform better.

Table 4.10: Table showing as to whether big motivation leads to better performance

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly agree	32	64.0	64.0	64.0
Agree	5	6.0	6.0	70.0
Disagree	15	30.0	30.0	100.0
Total	52	100.0	100.0	

Source: Primary data 2014

From table 4.10 above, 32% of the respondents strongly agreed that big motivation leads to better performance. 15% of the respondents however disagreed that big motivation leads to better performance. 3% also agree that big motivation leads to better performance.

Herzberg (1969) suggested that there are factors in a job, which causes satisfaction. These he called intrinsic factors (motivators) and other factor he refers to as dissatisfies (hygiene factors).

According to him if the motivational factors are met, the employee becomes motivated and hence performs higher. Mac Gregory suggested that there exist two sets of employees (lazy and ambitious employees) with lazy employees representing theory X, hard and ambitious workers

representing Y. According to him the lazy employee should be motivated to increase performance in an organization. Geogopalaus path Goal theory of motivation states that, if a worker sees high productivity as a path leading to the attainment of one or more of his personal goals, he will turn to be a high producer. But if he sees low productivity as the path leading to the attainment of his goal he will turn to be a low producer and hence needs to be motivated.

This discussion on the above motivational theories explains the fact that the concept of employee's motivation has been a critical factor addressed by previous authors as what determines the core competence of every organization in achieving a competitive position. This assumption explains the reason as to why some of the respondents disagree with the notion that "big motivation leads to better performance." The 15% of the respondents could be those employees who are naturally hard working and do not need any kind of motivation to push them to perform better.

4.2.5 Tangible motivation motivates more than intangible motivation.

The researcher also went further to find out if tangible motivations motivate the staff more than intangible motivation. In finding out this, the researcher asked a question if

respondents strongly agreed, agreed, strongly disagree, disagree, or not sure if tangible motivation motivates more than intangible.

Table 4.11: Table showing if Tangible motivation is better than intangible motivation.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	32	64.0	64.0	64.0
	Agree	8	12.0	12.0	76.0
	Disagree	12	24.0	24.0	100.0
	Total	52	100.0	100.0	

Source: Primary data 2014

The table 4.11 shows that respondents who preferred or strongly agreed that tangible motivation motivated them more than intangible motivation was 64% and those who preferred intangible motivation were 24%. This finding implies that the organization should provide more tangible motivation like shopping vouchers, staff retreats, transport and allowances to the employees so as to motivate them more.

4.3 Levels of motivation

In addressing the second objective of the study in answering the question on assessing the effectiveness of motivation on staff performance, the researcher looked at the levels of motivation among the respondents.

4.3.1 The current level of motivation is high among the employees is high

The researcher looked into the level of motivation among respondents as to whether they strongly agreed, agreed, strongly disagreed, disagreed or were not sure not sure of their level of motivation.

Table 4.12: Table showing if level of employee motivation is high.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly agree	5	10.0	10.0	10.0
Agree	21	42.0	42.0	52.0
Strongly Disagree	6	10.0	10.0	62.0
Disagree	14	28.0	28.0	90.0
Not sure	6	10.0	10.0	100.0
Total	52	100.0	100.0	

Source: Primary data 2014

From table 4.12 above, that 5% of the respondents strongly agreed, strongly disagreed and also not sure if the level of motivation was high. However 21% of the respondents

agreed that the level of motivation was high. 14% on the other hand disagreed that the level of motivation among employees was high. This implies that although some employees may not appreciate or recognize the efforts the organization is putting to ensure that all its employees are motivated cannot go unmentioned or noticed.

4.3.2 Staffs who perform better when motivated

The researcher found out if the respondents who received rewards or were motivated performed highly. This was established in terms of strongly agree, agree, strongly disagree, disagree and not sure.

Table 4.13: Table showing level of motivation in relation to performance.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly agree	49	98.0	98.0	98.0
Not Sure	3	2.0	2.0	100.0
Total	52	100.0	100.0	

Source: Primary data 2014.

Table 4.3 above shows that 98% of the respondents strongly agreed, and 2% of the respondents were not sure as to whether rewarded employees performed better. This therefore implies that rewarded employees had a high level of motivation thus leading to high performance. Baron (1991) agrees that there is a strong relationship between motivation and employee performance.

4.3.3 Current increment in salary by World Vision as a result of performance appraisal motivated staff.

The researcher further looked at the effect of salary increment as a result of performance appraisal impacting on the level of motivation on respondents. The focus was measured on the basis of strongly agree, agree, strongly disagree, disagreed or were not sure.

Table 4.14: Table showing effect of Salary increment on the level of motivation

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
Strongly agree	10	20.0	20.0	22.0
Agree	29	58.0	58.0	80.0
Disagree	9	18.0	18.0	96.0
Not Sure	4	4.0	4.0	100.0
Total	52	100.0	100.0	

Source: Primary Data 2014

From the above table 4.14, it is illustrated that, majority of the respondents 74% (58%+16%) of the respondents concurred that the level of basic salary contributed to employee performance. The implication of the above finding is that, sufficient or adequate basic salary motivates employees to perform better.

On the other hand 2% of the respondents were not sure of the test statement as to whether the increment of salary in their organization offered high motivation. This

means that, those who were not sure; were the kind of employees who were unemployed and had no option but to accept and be exploited at the ruling salary.

Interview with management revealed that World Vision Uganda pays an average salary relatively higher than the market wage; however they experience difficulty in maintaining employees who think that they are poorly paid and decides to look elsewhere for employment.

4.3.4 Whether World Vision prioritizes motivation of staff

The respondents had to state if they strongly agree, agree, strongly disagree, disagree or are not sure as to whether the organization prioritized motivation of its staff.

Table 4.15: Table showing whether the organization prioritizes motivation of staff.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	8	16.0	16.0	16.0
Agree	4	4.0	4.0	20.0
Strongly Disagree	32	64.0	64.0	84.0
Disagree	8	16.0	16.0	100.0
Total	52	100.0	100.0	

Source: Primary data (2014)

Table 1.15 above shows that 8 respondents representing 8% of the respondents strongly agreed that the organization prioritizes motivation, 8% disagree, none were not sure and 32% strongly disagreed that the organization prioritized motivation of

staff. Since the majority of the respondents strongly disagreed that the organizations prioritized motivation of staff, the probable explanation is that the criteria of motivation was only known to management. Respondents believed that management did not budget any funds for motivational activities like staff retreats and only focused on performance outputs. Hence de-motivating staff since they needed some time to relax out of Karamoja.

4.3.5 Which category of staff is more motivated

The researcher looked at the category of staffs who were more motivated in the organization and the parameters focused on expatriates, managers, officers and field staff.

Table 4.16: Table showing which category of staff were more motivated

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Expatriates	48	96.0	96.0	96.0
Field Staff	4	4.0	4.0	100.0
Total	52	100.0	100.0	

Source: Primary data (2014)

From table 4.16 above, much as the parameters used were four, only two were used by the respondents. 96% of the respondents made it clear that the expatriates were more motivated than others and 2% said they were the field staff. The 2% account for the expatriate managers who believe that the field staff are more motivated since they perform most of the work and are usually appreciated while the 96% represents the rest of the staff who feel all the motivational efforts by the organization are directed

towards the expatriates. The expatriates are given accommodation, longer rest and relaxation time; they are entitled to vehicle use and earn big salaries as compared to the native staff.

4.4 Relationship between motivation and performance.

In addressing the third objective of examining the relationship between motivation and performance and answering the question on what the relationship was, the researcher focused on whether this relationship existed and whether motivation led to performance.

4.4.1 Performance depends on Motivation

The researcher looked at whether employee performance depended on motivation. The respondents needed to strongly agree, agree, strongly disagree, disagree or not sure.

Table 4.17: Table showing whether performance depends on motivation

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly agree	25	50.0	50.0	50.0
Agree	5	10.0	10.0	60.0
Strongly Disagree	10	20.0	20.0	80.0
Disagree	6	10.0	10.0	90.0
Not sure	6	10.0	10.0	100.0
Total	52	100.0	100.0	

Source: Primary Data (2014)

Table 4.17 above shows that 25% of the respondents strongly agreed, 5% agreed, 10% strongly disagreed while 5% disagree and also not sure as to whether performance depended on motivation. These results are in agreement with Baron (1991) who said that there was a very strong relationship between motivation and performance since it energized the employee to work harder.

4.4.2 Training, Salary, Allowances, Promotion, Accommodation motivate staff

The researcher also looked into the question as to whether training, allowances, salary, promotion, and accommodation motivated the respondents. They were to respond as strongly agree, agree, strongly disagree, disagree or not sure.

Table 4.18: Table showing if Training, Allowance, Salary, Accommodation and promotion motivate staff

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly agree	52	100.0	100.0	100.0

Source: Primary data (2014)

The table 4.8 above shows that 100% of the respondents strongly agreed that training, allowances, salary promotion and accommodation motivated them to perform better. This implies that these were key in motivating employees. The findings are in agreement with Armstrong (2001) who said that motivated staff performed exceptionally better than those who were not motivated. However, not all motivated staff performs well since other factors identified by Herzberg (1987) like hygiene and attitudes are important. This is also true for the case of World vision as shown in the

results of table 4.17 shows that 10% of respondents strongly disagreed that performance depended on motivation.

4.4.3 No Motivation Leads to Poor Performance

In finding out if no motivation led to poor performance and if there was a correlation, the respondents strongly agreed, agreed, strongly disagreed, or were not sure.

Table 4.19: Table showing whether staff who are not motivated perform poorly

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	21	42.0	42.0	42.0
Agree	24	48.0	48.0	90.0
Disagree	7	10.0	10.0	100.0
Total	52	100.0	100.0	

Source: Primary data (2014)

Table 4.19 above shows that 21% of the respondents strongly agreed that when there is no motivation they perform poorly. 24% also agreed with the same connotation, while 5% disagreed that without motivation they perform poorly. This means that when there is poor accommodation, salary, low allowances, training, no promotion then there will generally be poor performance. Armstrong (2001), agrees with the above saying that poor motivation leads to poor performance.

4.5 Types of motivation

In trying to find out the type of motivation that the respondents would love to see or be given, the researcher asked the respondents to suggest the new types of motivation that they would love to be offered to them.

Table 4.20; Table showing the types of Motivation that staff would love to receive

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid promotions	14	28.0	28.0	28.0
Training opportunities	20	40.0	40.0	68.0
Staff Retreats	12	24.0	24.0	92.0
Transport for shopping once a month	6	8.0	8.0	100.0
Total	52	100.0	100.0	

Source: Primary data (2014)

The table 4.20 above shows that 20% of the respondents preferred training opportunities, 14% promotions, 12% preferred staff retreats and 4% needed transport for shopping outside Karamoja at least once a month.

4.6 The relationship between the study variables

4.6.1 To Assess the Effectiveness of Motivation on Staff Performance

Table 4.21: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	
	B	Std. Error	Beta			
1	(Constant)	1.232	.205		6.009	.000
	Motivation	.298	.080	.475	3.736	.000

a. Dependent Variable: Staff Performance

Source: Primary data (2014)

Table 4.21 above shows that motivation attributes to the variation in the performance of staff in world vision with a beta of 47.5% (0.475) and the remaining 52.5% is attributed to other factors other than motivation. This finding can be backed up by findings in table 4.10 which showed that 32% of the respondents strongly agreed that big motivation leads to better performance. 15% of the respondents however disagreed that big motivation leads to better performance. 3% also agree that big motivation leads to better performance. The 15% could account for the other types of motivation suggested by scholars that there are factors in a job, which causes satisfaction. These he called intrinsic factors (motivators) and other factor he refers to as dissatisfies (hygiene factors).

4.7 To Examine the Relationship between Motivation and Performance of Staff in World Vision

Table 4.22 Correlations

		performance	motivation
Staff Performance	Pearson Correlation	1	.475**
	Sig. (1-tailed)		.000
	N	52	52
Motivation	Pearson Correlation	.475**	1
	Sig. (1-tailed)	.000	
	N	52	52

** . Correlation is significant at the 0.01 level (1-tailed).

Source: Primary data (2014)

Table 4.22 above shows results from a Pearson correlation where the independent variable was motivation while the dependant variable was staff performance. The results above indicate that there is a strong positive and significant relationship between motivation and staff performance ($r=.475$, $p<0.01$). This means that when there is poor accommodation, salary, low allowances, training, no promotion then there will generally be poor performance. Armstrong (2001) also points out that poor motivation leads to poor performance.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter presents discussion of the major findings, a summary of the findings, conclusions, recommendations drawn there after based on previous chapter and answering the objectives of the study spelt out in chapter one.

5.1 Summary of findings

The researcher found out that there were more field staff in the organization and very few were in the top management level.

There were also more males than female employees. it was revealed that 66% of the respondents were male and 34% female. This depicts that more males are employed by World Vision Uganda in Karamoja region.

Most staff had also worked for long in the organization. Majority of the staff (66%) had worked for 5-10 years in the organization, 22% had worked for 0-2 years, 8% for 2-5years and only 4% above ten years. This meant that the organization had a wealth of experienced staff which performed better since their experience could act as a motivation. However since an equally big percentage (33%) had worked for only 0-2 years, this could also present a big number of de-motivated staff.

Majority of the staff are degree holders (84%), 10% of the respondents have diploma while 1% have masters and certificates. This could explain the big number of staff in World Vision. There were very few staff with Masters Degrees as compared to those with under graduate degrees. Some indicated that job satisfaction decreases as education level increases.

5.1.2 Types of motivation

In this section the researcher assessed the types of motivation and answered the question; what are the types of motivation in the organization.

The study revealed that the most common motivation was accommodation. The respondents who prioritized accommodation were 22%, good salary 15%, allowances 15% and 1% for other motivators. This implies that more staff prioritized accommodation, followed by salary and allowances.

Most of the respondents reported that they disagreed that they were contented with the motivations they received from the organization. Most of the respondents 56% disagree that they are contented with the motivation they received, 34% agree that they are contented while 10% seem not to be sure of whether they are contented or not. This implies that much as the respondents may disagree, there is evidence enough that the organization is giving some kind of motivation to its staff.

The study further revealed that majority of the respondents were unhappy with the motivations they received and most of them preferred tangible motivation as compared to intangible motivation. This implies that the organization should focus more on tangible motivations like the shopping vouchers, transport and allowances so as to motivate the staff to perform better.

5.1.3 Levels of motivation

The researcher looked into the levels of motivation in an attempt to answer the question; what are the levels of motivation in the organization.

21% of the respondents agreed that the level of motivation was high. 14% on the other hand disagreed that the level of motivation among employees was high. This implies that although some employees may not appreciate or recognize the efforts the

organization is putting to ensure that all its employees are motivated cannot go unmentioned or noticed. There was a relatively high level of motivation existent in the organization.

The researcher also found out that majority of the respondents 74% (58%+16%) of the respondents concurred that the level of basic salary contributed to employee performance. The implication of this finding is that, sufficient or adequate basic salary motivates employees to perform better. Most of the respondents agreed that they worked best after receiving a motivation and that their level of motivation would go high.

5.1.4 Relationship between motivation and performance

The researcher also answered the question what is the relationship between motivation and employee performance?

Majority of the respondents agreed that there was a relationship between motivation and performance as shown by the findings in chapter four that motivated staff performed better as compared to that staffs who were not motivated. 25% of the respondents strongly agreed, 5% agreed, 10% strongly disagreed while 5% disagree and also not sure as to whether performance depended on motivation. These results are in agreement with Baron (1991) who said that there was a very strong relationship between motivation and performance since it energized the employee to work harder.

100% of the respondents strongly agreed that training, allowances, salary promotion and accommodation motivated them to perform better. This implies that these played a key role in motivating employees.

5.2 Conclusion

The primary objective of this study was to assess the” contribution of motivation on employee performance”. By using Maslow need theory of motivation as a foundation or basis, the original need factors, which have over the years been modified by other researchers, were also adapted for use in this study. To be able to answer the research question three objectives were developed for this study.

A survey questionnaire was prepared and administered among 52 respondents who are employees of World Vision Uganda in Karamoja region, of which all the 22 were usable. Financial motivation remains one of the problems and major concerns facing organizations before, today and even in the foreseeable future. Furthermore, organizations and those who work in them have over the years changed in what motivates them as employees. Available and numerous studies carried out shows that since the 1950s employee’s motivation have been the focal point of much management of organizations. Given the difficult nature of identifying how and what really motivates these employees it is paramount that organizations find all means and ways possible to understand the motivational factors and to sustain them overtime for their general survival. Such an understanding is the cause of low level of labour turnover, high productivity, and high profitability. In order for them to gain an understanding of what really motivates their employees an employee survey such as this one may be used to gain insight to employees job motivation preferences.

Types of Motivation that exist in the organization

The respondents in this study ranked as top five factors that motivate them as employees as follows: Accommodation, Good salary, Allowances, Trainings and Promotions

This study concludes that, these factors reflect the current state of affairs in terms of employees needs and implies that especially job redesign strategies may be used to reinforce and to motivate employees today.

The most obvious and major findings emerging from this study is the clear indication of Good salary and accommodation as top motivators among today's employees. Strikingly, however is the ranking of a number of lower orders need factors rather than the growth (higher order need factors) among the primary and top five most important motivational factors.

Regardless of rank and gender, respondents in this study seem to have a common interest or goal. This I believe may have some practical implications for organizations, but perhaps its provision and implications may not be as difficult because employees seem to have similar preferences and wants. That is, they tangible motivations rather than intangible. In general respondents in this study place high emphasis on tangible motivational types rather than the intangible ones.

Harpaz (1990) argues that when work is “interesting and challenging, people are inspired to perform more than is obligated to warrant their instrumental attainments”, In other words, employees may put additional effort with the hope of reaching their potential and accomplishing worthwhile ends. Therefore the availability of

unavailability of such job factors may affect the worker and may influence the way the worker reacts towards the job.

This may also in the long run ultimately affect the employee's motivational level and consequently his or her performance or output on the job. Hence making jobs more interesting and challenging and ensuring the availability of the primary motivational factors identified by this study, is not only crucial for satisfying employee needs, but also it is requisite for maintaining productivity and ensuring the long term survival of the organization.

When it comes to the issue of money, which for the researcher was the foremost reason why people work or are motivated to work. Harpaz (1990) argues that the role money plays in people lives cannot be overlooked, since the main reason why people work is to secure income, which gives them buying powers and surpluses for savings. According to (GreenbergJ. & Baron R Behaviors in Organizations 8th edition Prentice Hall) "When it comes to motivation money isn't everything" he argues that perks, although important ultimately motivates people less than doing interesting and important work. In this study, most of the respondents irrespective of rank and gender considered good salary to be of motivational importance. Available literature as well as the findings of this study, shows that good salary has been consistently ranked among the top five factors that motivate every employee to do his job best.

Although an important motivational factor has been identified as salaries (wages) by previous studies. Nonetheless my general conclusion regarding wages is that, good wages should not be regarded as purely a basic need factor as in Maslow's theory of motivation, but a factor that can lead to motivation and may have the potential to de-

motivate employees. Put differently money can perform a dual role in motivating employees. In this study we see that most of the respondents ranked accommodation highly and salary only came second to it.

Effectiveness of motivation on staff performance

This study also concludes that the ranking of work-related factors that motivate employees may change over time and may differ significantly from one person to another and also across different groups of employees. Furthermore, this study concludes that the important motivational value placed on each factor may vary according to rank and level of education.

It is my believe that since the things or factors that motivate people to do or perform best are distinct and different, learning about what employees want from their jobs, or what is more important for them, may generate essential information for effective human-resource management. Thereby guarantying the long-term profitability and survival of the organization. Furthermore, such learning may help organizations to find answers to questions such as “why do some people invest greater effort in their jobs and why some people are more efficacious in their jobs than others”?

The overall conclusion of this study therefore is that, tangible factors appeared more in ranking as motivational factors other than intangible ones.

Relationship between motivation and Employee performance

In summary, the researcher argues that the long-term survival of any organization depends largely on the motivation of its employees be it financial or non-financial. Therefore organizations should be willing to continuously and on regular basis,

undertake employee surveys such as this one in order to understand what their employees expect from their current jobs. The result of such exercises could prove useful for the organization, because knowing what their employees want and efforts in meeting these needs facilitate a mutual working environment for both the employees and its management. Finally the researcher believes the results of this study and those presented and discussed in this study could be useful in helping organizations determine what motivates employees or job-related motivational preferences of their employees today and in therefore seeable future.

5.3 Recommendations

The current motivations offered by the organization were inadequate. Although salary increment is based on performance, most respondents (98%), felt that the most motivated category of employees were the expatriates who even constitute only 2% of the staff. These efforts to make employees satisfied with their jobs should cut across to employee category whether expatriate or national staff.

Management and especially the People and culture department should look into the value of both tangible and intangible motivation contributing to improved staff performance. This entire process of staff motivation should not be perceived as costly and time consuming to the organization but rather a necessity and profitable to the organization.

In the study the researcher was able to identify other new forms of motivation that the employees desired to be offered as; staff retreats, transport for shopping outside

Karamoja and promotions. These if looked into and given the attention it requires will at least motivate the staff and improve staff performance.

5.4 Areas for further research

Although this study has not been exhaustively done, additional research should be carried out to gain a continuous view, insight and knowledge of what motivates employees to perform best on their jobs. Employee motivation evens after some 50years of research continue to be one of the problems and challenges facing organizations today. Furthermore factors such as technological advances, globalization, retrenchments etc leave employees with an uncertain future this is because most organizations today do not guarantee life employment's for their employees as it was the case before.

Therefore there is the need for researchers to continue carrying out employee surveys so as to determine what motivates employees to go extra miles and thus put in 100% in their work.

The outcomes of such surveys will help organizations be at par with changes in employee's preferences. The outcome of this research shows that tangible motivation rather than intangible motivation are valued more by the employees of World Vision in the Karamoja region. Therefore it would be interesting if further research with a much larger sample size could be undertaken to confirm either fully or partly the findings of this study. Further research could also consider other factors such as location of the organization, other demographic factors and regional tendencies (for e.g. developed and developing regions in Uganda.

Further research should be conducted:

- 1) To examine the effect of the environment on Employee Performance.
- 2) To examine the effect of gender on the labour turnover in the organization
- 3) To examine the impact of Technological advancement on employee Performance.

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APPENDIX I: QUESTIONNAIRES

Dear Respondent,

I am called Mary Hellen Akol a student of Uganda Martyr's University Mbale branch pursuing a Masters Degree in Business Administration. As a requirement for my graduation, I am carrying out research on the topic; **“The Contribution of Motivation on Employee Performance. Case study: World Vision Uganda Karamoja region”**. I request you to kindly find some few minutes and answer the following questions. I promise that all information obtained will be strictly for study purposes. You are free to remain anonymous while answering the questions and all answers will be treated with confidentiality.

Thank you.

SECTION A: BIO DATA (Tick the correct answer)

1. What is your gender?

- (i) Male (ii) Female

2. What rank do hold in the organization?

- (i) Senior Management staff (ii) Middle level staff (ii)
Field based staff (iv) Other

(specify).....

3. How long have you been working in World Vision Uganda Karamoja region?

- (i) 0-2 year (ii) 2-5 years (iii) 5-10 years (iv) 10
and above

4. What position do you hold in the organization?

- (i) Manager (ii) Officer (iii) Field monitor (iv)
Other Specify.....

5. What are the terms of your employment?

- (i) Expatriate (ii) Contract (iii) Probation (iv)
Secondment

6. What is your highest level of education?

- (i) Masters (ii) Degree (iii) Diploma (iv)
Certificate

SECTION B: TYPES OF MOTIVATION

7. What types of motivation do receive at your place of work? (Tick all the correct answers)

- (i) Good salary (ii) Allowances (iii) Accommodation (iv) Training
- (v) Promotion (vi) others (specify).....

8. Which of the above offers the greatest motivation to you? (List in order of priority)

- (i)..... (ii)..... (iii).....

9. You are contented with the motivation you receive.

- (i) Strongly agree (ii) Agree (iii) Strongly Disagree (iv) Disagree
- (v) Not sure.

10. Big motivations lead to better performance.

- (i) Strongly agree (ii) Agree (iii) Strongly Disagree (iv) Disagree
- (v) Not sure.

11. Tangible motivation motivates you more than intangible motivation.

- (i) Strongly agree (ii) Agree (iii) Strongly Disagree (iv) Disagree
- (v) Not sure.

SECTION C: LEVELS OF MOTIVATION

12. You currently feel highly motivated.

- (i) Strongly agree (ii) Agree (iii) Strongly Disagree (iv) Disagree
- (v) Not sure.

13. You perform better when you are motivated.

- (i) Strongly agree (ii) Agree (iii) Strongly Disagree (iv) Disagree
- (v) Not sure.

14. The last time you were rewarded your performance improved.

- (i) Strongly agree (ii) Agree (iii) Strongly Disagree (iv) Disagree
- (v) Not sure.

15. Did the last increase in salary as a result of the performance appraisal motivate you?

- (i) Strongly agree (ii) Agree (iii) Strongly Disagree (iv) Disagree
- (v) Not sure.

16. World Vision prioritizes staff motivation

- (i) Strongly agree (ii) Agree (iii) Strongly Disagree (iv) Disagree
- (v) Not sure.

17. Which category of staff is more motivated?

- (i) Expatriates (ii) Managers (iii) Officers (iv) Field Staff

Give reasons.....
.....
.....
.....

SECTION D: RELATIONSHIP BETWEEN MOTIVATION AND PERFORMANCE

18. Performance depends on motivation.

- (i) Strongly agree (ii) Agree (iii) Strongly Disagree (iv) Disagree
- (v) Not sure.

19. Salary, Training, Allowances, Promotion and availability of accommodation motivates you.

- (i) Strongly agree (ii) Agree (iii) Strongly Disagree (iv) Disagree
- (v) Not sure.

20. No motivation leads to poor performance.

- (i) Strongly agree (ii) Agree (iii) Strongly Disagree (iv) Disagree
- (v) Not sure.

21. Suggest new types of motivation that World Vision can offer her staff so as to improve performance.

- (i).....
- (ii).....

Appendix 2

Frequency Tables

Correlations

		performance2	motivation2
performance2	Pearson Correlation	1	.475**
	Sig. (2-tailed)		.000
	N	52	52
motivation2	Pearson Correlation	.475**	1
	Sig. (2-tailed)	.000	
	N	52	52

** . Correlation is significant at the 0.01 level (2-tailed).

Model Summary

	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.475 ^a	.225	.209	.57838

a. Predictors: (Constant), motivation2

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	4.669	1	4.669	13.957	.000 ^b
Residual	16.057	48	.335		
Total	20.726	49			

a. Dependent Variable: performance

b. Predictors: (Constant), motivation

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.232	.205		6.009	.000
motivation2	.298	.080	.475	3.736	.000

a. Dependent Variable: performance

Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid male	33	66.0	66.0	66.0
female	19	34.0	34.0	100.0
Total	52	100.0	100.0	

Rank

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Senior management	8	16.0	16.0	16.0
Middle management	19	38.0	38.0	54.0
Field Based	20	40.0	40.0	94.0
Others	5	6.0	6.0	100.0
Total	52	100.0	100.0	

Length

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-2 Years	11	22.0	22.0	22.0
	2-5 Years	5	8.0	8.0	30.0
	5-10 Years	33	66.0	66.0	96.0
	10 and above years	3	4.0	4.0	100.0
	Total	52	100.0	100.0	

Position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Manager	5	8.0	8.0	8.0
	Officer	8	16.0	16.0	24.0
	Field monitor	29	58.0	58.0	82.0
	Other	10	18.0	18.0	100.0
	Total	52	100.0	100.0	

Terms

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Expatriate	3	4.0	4.0	4.0
Contract	46	92.0	92.0	96.0
Probation	3	4.0	4.0	100.0
Total	52	100.0	100.0	

Education

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
Masters	2	2.0	2.0	4.0
Under graduate degree	42	84.0	84.0	88.0
Diploma	5	10.0	10.0	98.0
Certificate	2	2.0	2.0	100.0
Total	52	100.0	100.0	

Motivation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Good Salary and Allowances	15	30.0	30.0	30.0
	Trainings , accommodation and good salary	33	66.0	66.0	96.0
	Other	4	4.0	4.0	100.0
	Total	52	100.0	100.0	

Greatest

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Good salary	15	30.0	30.0	30.0
	Allowances	13	24.0	24.0	54.0
	Accommodation	23	44.0	44.0	98.0
	Total	52	100.0	100.0	

Contented

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Agree	17	34.0	34.0	34.0
Disagree	28	56.0	56.0	90.0
Not sure	7	10.0	10.0	100.0
Total	52	100.0	100.0	

Performance

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly agree	32	64.0	64.0	64.0
Agree	5	6.0	6.0	70.0
Disagree	15	30.0	30.0	100.0
Total	52	100.0	100.0	

Tangible

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	32	64.0	64.0	64.0
	Agree	8	12.0	12.0	76.0
	Disagree	12	24.0	24.0	100.0
	Total	52	100.0	100.0	

Motivated

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	6	12.0	10.0	10.0
	Agree	21	42.0	42.0	52.0
	Strongly Disagree	6	12.0	10.0	62.0
	Disagree	14	28.0	28.0	90.0
	Not sure	5	8.0	10.0	100.0
	Total	52	100.0	100.0	

Better

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	49	98.0	98.0	98.0
	Not Sure	3	2.0	2.0	100.0
	Total	52	100.0	100.0	

Improved

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	30	60.0	60.0	60.0
	Agree	22	40.0	40.0	100.0
	Total	52	100.0	100.0	

Salary

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0.2	1	2.0	2.0	2.0
	Strongly agree	10	20.0	20.0	22.0
	Agree	29	58.0	58.0	80.0
	Disagree	8	16.0	16.0	96.0
	Not Sure	4	4.0	4.0	100.0
	Total	52	100.0	100.0	

Prioritizes

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	9	17.0	16.0	16.0
	Agree	2	4.0	4.0	20.0
	Strongly Disagree	3	64.0	64.0	84.0
	Disagree	2	17.0	16.0	100.0
	Total	5	100.0	100.0	

Category

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Expatriates	48	96.0	96.0	96.0
	Field Staff	4	4.0	4.0	100.0
	Total	52	100.0	100.0	

Depends

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	25	50.0	50.0	50.0
	Agree	5	10.0	10.0	60.0
	Strongly Disagree	12	20.0	20.0	80.0
	Disagree	5	10.0	10.0	90.0
	Not sure	5	10.0	10.0	100.0
	Total	52	100.0	100.0	

Motivates

		Frequency	Percent	Valid Percent	Cumulative Percent
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Motivates

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	52	100.0	100.0	100.0

Poor

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	21	42.0	42.0	42.0
	Agree	24	48.0	48.0	90.0
	Disagree	7	10.0	10.0	100.0
	Total	52	100.0	100.0	

Types

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Promotions	14	28.0	28.0	28.0
	Training opportunities	20	40.0	40.0	68.0
	Staff Retreats	12	24.0	24.0	92.0
	Transport for shopping once a month	6	8.0	8.0	100.0

Types

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Promotions	14	28.0	28.0	28.0
Training opportunities	20	40.0	40.0	68.0
Staff Retreats	12	24.0	24.0	92.0
Transport for shopping once a month	6	8.0	8.0	100.0
Total	52	100.0	100.0	