

**THE EFFECT OF MOTIVATION ON TEAM BUILDING: A CASE STUDY OF  
NATIONAL WATER AND SEWERAGE CORPORATION.**

**SUBMITTED**

**BY**

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## **DEDICATION**

Special dedications of this dissertation go to my mother miss Nagadya Christine, my beloved sister Kutessa Grace for their tireless effort made towards raising me and paying all my fees/ tuition up to this level, may GOD bless them abundantly and to my brothers Mayambala Wickliff, Teqwa David and friends like Kaganda Wilson, Nantenge Elizabeth, Nakato milly, Nabasumba Olive, Namale Racheal for having been there at any time I needed them, may GOD bless them because they have put in much as far as my education is concerned.

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## ABSTRACT

The research was about assessment of the effect of motivation on team building: a case study of National Water and Sewerage Corporation. The general objective of this study was to assess the relationship between motivation and team building. The specific objectives were; to assess how working conditions can affect team building in National Water and Sewerage Corporation, to ascertain how pay affects team building in National Water and Sewerage Corporation, to assess the extent to which promotion affect team building in National Water And Sewerage Corporation.

However, apart from motivation, there were those intervening variables that the researcher saw to affect team building, and these are: pay benefits; education level; employee tribal composition; and employee age levels. All these thus make up the conceptual framework.

The researcher used qualitative and quantitative approaches. The sample selected a sample size of 32 respondents but only 30 where able to bring back the filled questionnaires. The respondents comprised of 16 men and 14 women from the organization. Data was collected using self-administered questionnaires and observation methods of data collection and

The findings of the study show that motivation impacts teambuilding positively, and it is because of this that NWSC performs harder than other organizations in the region. However, because NWSC does not so much motivate its workers, it should endeavor to do so because employees do not only work as a team on the basis pay, working conditions and promotion, but because of encouragement too. Data was collected and analyzed using the SPSS and results from the correlation showed that the relationship between the variables is significant that is to say there is a positive relationship and that company management should listen thoroughly to employees' ideas for job improvement or other problems, concerns, frustrations, conflicts, drama, kids' issues, parents' issues among others so that they know well their employees, how to handle their problems and how to deal with them this will motivate employees to work.

## CHAPTER ONE

### 1.0 INTRODUCTION

Over the last five years various professional commitments have led several authors to look at the field of motivation from both a theory-research perspective as well as a practical or applied perspective. The analysis of the theoretical and research literature has resulted in detailed and comprehensive review papers (Mitchell, 1979; Mitchell, in press). The attempts to deal with applications and implications were prompted by field research endeavors (Latham, Mitchell, & Dossett, 1978) and the writing and revision of a textbook (Mitchell, 1978). Several ideas have emerged from these activities.

First, from the reviews of motivation theory and research (Korman, Greenhaus, & Badin, 1977; Locke, 1975; Staw, 1977), it became clear that some shifts in the field were occurring. The overwhelming percentage of current papers are concerned with information processing or social-environmental explanations of motivation (Salancik & Pfeffer, 1977, 1978) rather than need-based approaches or approaches that focus on individual differences. These latter approaches, represented by people like Maslow, have almost disappeared in the literature.

The information processing approaches are illustrated by the large amount of work on expectancy theory, goal setting, and equity theory. Theories focusing on the job environment, such as operant conditioning or job enrichment, and theories emphasizing social cues and social evaluations also have been important. These approaches have all been helpful in increasing the understanding of motivation. Salancik and Pfeffer, (1977, 1978)

A second trend, however, has not been so widely recognized. More specifically, when one reviews this research, it becomes readily apparent that most of the studies investigate only one theory in depth. Many studies set out to demonstrate that goal setting, operant conditioning, or expectancy theory work. In other cases the research is concerned with fine tuning the theory (e.g. is participative or assigned goal setting better? Should expectancies be added to or multiplied by valences? Is a variable or continuous schedule of reinforcement best?). These questions are important, but few studies have been designed to integrate theories, to test them competitively, or to analyze the settings in which different theories work best. (Staw, 1977).

Several issues also emerged from the practical experiences and attempts to summarize applied principles; first, there are some preliminary questions that must be answered and requirements that need to be met before implementing any motivational system. These questions and requirements revolve around (1) how people are evaluated and (2) the demands of the task. In other words, to apply motivational principles, one must do some preliminary work involving other organizational factors (Locke, 1975).

Second, in attempting to apply motivational principles in an organization, one often runs into mitigating circumstances. There are situations and settings that make it exceptionally difficult for a motivational system to work. These circumstances may involve the kinds of jobs or people present, the technology, the presence of a union, and so on. The factors that hinder the application of motivational theory have not been articulated either frequently or systematically.

The purpose of this paper is to review what is currently known about motivation, describe some theoretical areas in which ambiguity exists, and identify some situational constraints on the utilization of this knowledge. The goal of this paper is not to provide a comprehensive source of references on the topic of Motivation. Vast resources are already available for that purpose. There are whole books devoted to the topic (Korman, 1974; Lawler, 1973; Ryan, 1970; Vroom, 1964; Weiner, 1972), books of readings (McClelland & Steele, 1973; Steers & Porter, 1979; Tosi, House, & Dunnette, 1972), and many review articles.

The material and principles discussed in this paper will be dealt with at a fairly global level. This is not to say that the ideas are not supportable or that a detailed level of analysis is not important. In most cases, at least one representative citation will be provided. However, the objective of the paper is to stimulate debate and interest in some issues about motivation that (1) have been said infrequently or (2) have recently emerged and need to be highlighted.

The relationship that has been identified by the researcher about motivation and team building is that team building can improve communication between employees and employees' ability to work together that is if workers are well motivated. Better communication between employees can increase your organizations' efficiency and productivity. By building a strong team, your employees will also feel a sense of belonging and loyalty to the business. Teams can also help drive innovation by aiding interaction and cooperation between employees. You can motivate your employee's team building by providing opportunities for employee's to work together and by empowering employees to improve their skills and abilities. (Campbell & Pritchard, 1976; Korman et al., 1977; Locke, 1975; Mitchell, 1979; Staw, 1977).

## **1.1 THE BACKGROUND OF THE STUDY**

Work motivation may be regarded as a set of internal and external forces that initiate work related behavior, and determine its, direction, intensity, and duration. The concept relates to the work context especially, and includes the influence on work behavior of both environmental forces and those inherent in the person. In the work place, work motivation presents as an invisible, personal and hypothetical construct that manifests itself in the form of observable and therefore measurable, behaviors. (Hidi & Harackiewicz 2000).

Building on Vroom's (1964) expectancy valence theory of motivation, Porter and Lawler (1968) proposed a model of intrinsic and extrinsic work motivation. Intrinsic motivation involves people doing an activity because they find it interesting and derive spontaneous satisfaction from the activity itself. Extrinsic motivation, in contrast, requires an instrumentality between the activity and some separable consequences such as tangible or verbal rewards, so satisfaction comes not from the activity itself but rather from the extrinsic consequences to which the activity leads.

In Spain empirical evidence is presented upon the effectiveness of the internal control mechanism among Spanish firms quoted in stock market. In particular we investigate whether poor performance triggers board turnover and whether non-executive directors initiate disciplinary actions towards executive directors. The paper also analyses whether the concentration of shares in the main shareholder affects the influence of performance on board turn over since the ownership structure of Spanish firms is highly concentrated. (Gottfried Fleming & Gottfried 2001).

Many nonacademics would probably describe motivation as the degree to which an individual wants and tries hard to do well at a particular task or job. Dictionary definitions describe motivation as the goad to action. The more technical definitions given by social scientists suggest that motivation is the psychological processes that cause the arousal, direction, and persistence of behavior (Korman, 1974; Luthans, 1977).

Many authors add a voluntary component or goal directed emphasis to that definition (Lawler, 1973; Ryan, 1970; Vroom, 1964). Thus motivation becomes those psychological processes that cause the arousal, direction, and persistence of voluntary actions that are goal directed.

Although there is some disagreement about the importance of different aspects of this definition (e.g., whether arousal or choice is more important), there is consensus about some underlying properties of this definition. First, motivation traditionally has been cast as an individual phenomenon. Each individual is unique and all of the major motivational theories allow in one way or another for this uniqueness to be demonstrated (e.g., different people have different needs, expectations, values, attitudes, reinforcement histories, and goals). Second motivation usually is described as intentional. That is, motivation supposedly is under the employee's control. Most behaviors that are seen as influenced by motivation (e.g., effort on the job) typically are viewed as actions the individual has chosen to do. A third point is that motivation is multifaceted. The two factors of greatest importance have been the arousal (activation, energizers) and direction (choice) of behavior. The question of persistence has been of minor importance, partly because the issue of maintenance of behavior (once it is started and directed)

has received less attention and partly because some authors have defined persistence simply as the reaffirmation of the initial choice of action (March & Simon, 1958).

The arousal question has focused on what gets people activated. What are the circumstances that arouse people so they want to do well? The second question, that of choice, deals with the force on the individual to engage in desired behaviors. Given that the person is aroused, what gets them going in a particular direction? These distinctions are reflected in much of the writing on motivation.

The fourth point to make is that the purpose of motivational theories is to predict behavior. Motivation is concerned with action and the internal and external forces that influence one's choice of action. Motivation is not the behavior itself, and it is not performance. The behavior is the criterion— that which is chosen. And in some cases the chosen action will be a good reflection of performance. But the psychological processes, the actual behavior, and performance are all different things, and the confusion of the three frequently has caused problems in analysis, interpretation, and application (Korman 1974).

So, given these elaborations, a definition of motivation becomes somewhat more detailed. Motivation becomes the degree to which an individual wants and chooses to engage in certain specified behaviors. Different theories propose different reasons, but almost all of them emphasize an individual, intentional choice of behavior analysis.

Globally in America, The collective hotel industry is a significant part of the world tourism industry. The industry is by design delivers services to be registered and non-registered guests. Key in the process of delivering service in any hotel situation is the hotel staff. The ultimate quality of service provided will depend on the collective ability of staff, training and individual motivation to produce the services demanded by the guest. (Robert Davies, Pattarinee Petcharak 2002).

The motivation of employees, whether professional, skilled or unskilled, is a major issue in all service organizations. For the hotel industry, employee motivation is a major issue. It is a challenge for the management of the hotel industry to motivate employees to stay on the job and to offer the efficient, good service which customers expect. (Cheng, 1995).

Herzberg (1959) two factor theory as cited in Maurice Basset, (2002). Provided a theoretical back ground for this study. Herzberg argued that employees are motivated by internal values rather than values that are external to the work. In other words, motivation is internally generated and is propelled by variables that are intrinsic to the work which Herzberg called “motivators”. These intrinsic variables include achievement, recognition, the work itself, responsibility, advancement, and growth. Conversely, certain factors cause dissatisfying experiences to employees; these factors largely results from non-job related variables (extrinsic). These variables were referred to by Herzberg as “hygiene” factors which, although does not motivate employees; nevertheless, they must be present in the workplace to make employees happy. The dissatisfiers are company policies, salary, co-worker relationships, and supervisory styles. Herzberg (1959) as cited in Maurice Basset, (2002). Argued further that, eliminating the causes



of dissatisfaction (through hygiene factors) would not result in a state of satisfaction; instead, it would result in a neutral state. Motivation would only occur as a result of the use of intrinsic factors.

Hidi & Harackiewicz (2000). Work motivation may be regarded as a set of internal and external forces that initiate work-related behavior, and determine its form, direction, intensity and duration. The concept relates to the work context specifically, and includes the influence on work behavior of both environmental forces, and those inherent in the person. In the workplace, work motivation presents as an invisible, personal and hypothetical construct that manifests itself in the form of observable, and therefore measurable, behaviors.

According to Kyamiza, (2005) in the current business environment, organizations in all industries are experiencing rapid change, which is accelerating at enormous speed. To be successful in a borderless, competitive global environment, companies must be sure to work hard on especially the people side of their business. This view is supported by Porter & Lawler (1998), who stated that companies must recognize that the human factor is becoming much more important for organizational survival, and that business excellence will only be achieved when employees are excited and motivated by their work. In addition, difficult circumstances, such as violence, tragedy, fear and job insecurity create severe stress in employees and result in reduced workplace performance South Africa is no stranger to these types of daily stressors, and therefore emphasized that corporate survival in present day South Africa hinges on management ability to motivate and inspire the workforce to pursue and take pride in both their own and corporate achievements. To this end, successful people management is especially important.

There is much empirical evidence that effective people management and behavior drive organizational profitability

The issue of what motivates employees has set a practical and theoretical agenda for organizational psychologists since the start of the 20th century (Haslam, Powell & Turner, 2000). Baron (1991, p.9) described motivation as “one of the most pivotal concerns of modern organizational research”. Van Niekerk (1987) emphasized this point by stating that productivity is a function of both the motivation and the ability of an employee. Therefore, if motivation equals zero, so does productivity. Since employee performance is a joint function of ability and motivation, one of management’s primary tasks, therefore, is to motivate employees to perform to the best of their ability (Moorhead & Griffin, 1998)

Osteraker (1999) argued that in the field of organizational psychology, work motivation is approached from several angles. For example, some researchers feel work motivation study should start with an examination of the values of employees, since their values determine their needs, and their needs ultimately determine their behavior. A crucial problem for others in contemporary organization theory and research is how best to conceptualize and assess individual differences in motivational tendencies (Kanfer & Ackerman, 2000)

In Kenya the group dynamics and social makeup of an organization were an extremely important force either for or against higher productivity. This outcome caused the call for greater participation for the workers, greater trust and openness in the working environment, and a greater attention to teams and groups in the work place. Finally, while Taylor’s impacts were the

establishment of the industrial engineering, quality control and personnel departments, the human relations movement's greatest impact came in what the organization's leadership and personnel department were doing. The seemingly new concepts of "group dynamics", "teamwork", and organizational "social systems", all stem from Mayo's work in the mid-1920s by Yasin Olum.(1920).

In Uganda, All institutions have goals and objectives to accomplish and this defines their reason for existence. Effective management in these institutions is a necessary tool in improving an enabling working environment in which all workers work together as a team and as individuals towards the accomplishment of the organization's set goals. Therefore, recognizing and understanding how and why motivating employees, is a central point for every organization Maicibi & Nkata (2005).

Motivating the staff is a necessary tool at the work place for it incites, influences one's actions and behaviors towards the intended, desired goals and depending on how they are motivated, determines the efforts that's exerted at a particular time, situation and needs of individuals Dessler ( 2003:283).

Motivation is a desire to achieve a goal, combined with energy to work towards a goal. Motivation as a concept which comes from the word „movere“ meaning „motive“ which is the inner state that energizes behavior, activities, directs and channels behaviors towards the stated goals (Beelson 1999: 23 and Musazi 2006:44).

According to physiological psychologists, „motivation“ is a force that determines the direction of the person’s behavior, level of effort and performance in an organization. From the management perspective, it’s a drive and effort to satisfy the needs, desire and wishes of individuals (Maicibi, 2003:40).

According to Kemmerer (1990), the term incentives is as all the direct and indirect benefits offered to teachers as intrinsic motivators, more especially, he states that direct monetary incentives and all other financial resources need to be offered to teachers and to all individuals in an organization. Therefore, researcher feels that by understanding the employee’s motivational behaviors and their effect at the work place, is very pertinent in any institution in attaining significance performances.

Teambuilding can be defined as “interventions designed to improve ... effectiveness in working together by confronting and resolving problems” (Boss 1983: 66).

Hackman and Wageman (2005: 272) refine this improvement of effectiveness to refer to “productive output”, “social processes” and “well-being of individual team members”. These three outcomes of teambuilding are augmented by a fourth, “organizational alignment” proposed by Thompson (2004: 36). In the current study, the following definition of teambuilding was used:

Teambuilding is a specific intervention to address issues relating to the development of the team. Typically, it consists of a one (or more) day programme focused on improvement of interpersonal relations, improved productivity or better alignment with organizational goals.

Examples include emphasis on fun and enjoyment (such as paintball, river rafting), simulation of workplace dynamics (such as ropes courses), assessment (such as personality type or roles assessments) or problem-solving activities (indoor or outdoor experiential games). The use of teams has become a prominent trend of modern organizational life (Thompson 2004; Hackman 2003; Frost 2001; Kreitner & Kinicki 2001; Fisher 2000: xxi) with Offerman and Spiros (2001: 376) stating that teams “are becoming very big business”. Kriek and Stander (2003), Grutter and Faull (1998) and Veldsman (1995) point out that this trend is also followed by South African organizations. In addition to focusing on teams, organizations make extensive use of teambuilding as part of growing and developing staff.

### **The background of the case study**

The study was carried out in National Water and Sewerage Corporation basically Kampala water and the study aimed at assessing the impact of motivation on team building. National Water and Sewerage Corporation is a utility parastatal 100% owned by the government of Uganda. It was established in 1972 under decree No.34. The study was concentrated in three branches that is Matugga located along Bombo road then Bwayise and Wandegeya. Departments like the commercial, technical, accounts, stores and financial department were visited to find out how motivation and teambuilding are related and how one affects the other. Results are discussed in all chapters.

## **1.2 STATEMENT OF THE PROBLEM**

Three things make a good worker, the level of motivation, necessary skills and commitment and therefore workers need to be motivated (Geraldine & Namirembe B, 2009)

Despite enormous efforts by National Water And Sewerage Corporation to beat the year's targets and objectives, the company is still being affected by water theft through illegal connections. When road constructions go on, they damage water pipes, there by resulting into leakages, which cost a lot to repair. Despite the challenges, the corporation is growing stronger. There are ongoing programs such as expansion of the networks in Kampala and other towns and construction of a new water treatment plant for Kampala. Other programs are rehabilitation and expansion of water and sanitation systems, waste water treatment plants and new sewerage systems for Arua and Bushenyi. All these will be strengthened to ensure that the intended objectives are realized. "This shall be supported by the planned and on-going performance improvement programs such as water loss control, staff retention and motivation, customer care improvement and institutional development," (Gisagara, 2012)

According to Gisagara, there is low motivation and low levels of retention of staff and thus leading to less water loss control

Despite the increased efforts by managers to motivate workers to work as a team nothing has been done due to fear of challenges. This study will attempt to explain how motivation leads to team building in National Water And Sewerage Corporation and if the above mentioned challenges continues uninvestigated there will be no team building.

### **1.3 OBJECTIVES OF THE STUDY**

#### **1.3.1 General objective/ purpose/ Aim/ major objective**

The purpose of this study is to establish the relationship between motivation and team building in National Water and Sewerage Corporations.

### **1.3.2 Specific objectives**

To assess how working conditions can affect team building in National Water and Sewerage Corporation.

To ascertain how pay affects team building in National Water and Sewerage Corporation.

To assess the extent to which promotion affect team building in National Water And Sewerage Corporation.

## **1.4 RESEARCH QUESTIONS AND HYPOTHESIS**

How does working condition affect team building in National Water And Sewerage Corporation?

Ascertain the impact of pay on team building in National Water and Sewerage Corporation?

How does promotion impact on team building in National Water And Sewerage Corporation?

### **1.4 Hypotheses**

Motivation significantly affects team building in National Water and Sewerage Corporation.

Motivation does not significantly affect team building in National Water and Sewerage Corporation.

## **1.5 SCOPE OF THE STUDY**

### **1.5.1 Subject scope**

The study specifically investigated the impact of motivation on team building in National Water and Sewerage Corporation. The study was based on how motivation affects team building among employees, where by motivation as an independent variable was in terms of how the working conditions, pay system, improving employee's ability to work together, developing employee

skills and abilities may be of a great impact that is if they are exerted to employees, in order to promote team building and this was done through assessing the impact of working conditions, pay and promotions on team building among workers in National Water and Sewerage Corporation.

On the other hand it looked at the team building in National Water and Sewerage corporation basically Kampala water and this was measured in terms of team leadership, influence, relationship creativity and interpersonal facilitation.. The study took nine months, that is, January to September 2014.

### **1.5.2 The geographical scope in National Water and Sewerage Corporation.**

I conducted the research study in National Water and Sewerage Corporation, basically Kampala water, dealing with both the accounting and commercial department in the selected branches of Matugga, Bwaise and wandengeya.

### **1.5.3 The time scope**

My research took a duration of 4 months which was divided into portions, the 1<sup>st</sup> was for preparing and issuing of questionnaires, then gave duration of one (1) week for the respondents to fill the questionnaires and in a one week's time, collected the questionnaires from the respondents. Analysis of the field findings took a period of 1 month, typesetting took 1 week then preview and corrections by the supervisor took a period of 1 month.



## **1.6 SIGNIFICANCE OF THE STUDY**

This study, like other studies, will be of great value to those who may read it objectively and put into account. The findings of the study will have an implication to different organizations like all school administrators, Employees in an organization, government, ministry of education and sports, Non Government Organizations, Uganda National Teachers Organization, Education policy makers, academicians and other researchers in the following ways;

The study will help the manager to determine the perfect working conditions that will motivate workers to work hard as a team so as to achieve the organizational goals and objectives.

The study will give an insight to Ministry of Education and Sports, Education policy makers on the motivational practices used to promote team building which may improve on sports that is to say if members cooperate as a team.

The study will also give an insight on why motivation is important and necessary in educational institutions for better employees' performance.

To researchers, it will form a basis for further research on motivation and teachers' performance.

It will add on the existing literature in the field of business administration and management and also on boosting team work among employees in National Water and Sewerage Corporation.

It will help the organization to discover weaknesses in team building thus get into position to improve on it.

Providing knowledge and skills in scarce supply especially to an employee that is if team work is in place and Boosting team work among employees so as to solve difficult problems.

Finally the study will help the researchers to form a basis for further research on motivation and teachers' performance. And the findings may be of use to the researcher to come after more in the fields of management.

## **1.7 JUSTIFICATION**

The study was carried out to establish the impact of motivation and team building in National Water and Sewerage Corporation and identified several motivation incentives that can help boost team building. Its central question was why workers are not interested in working as a team as are expected, its assumption was that qualified and skilled workers have assumed their right position based on job description and specification and others have different tastes and preferences. The research examines whether this is due to limited or inadequate motivation measures to induce team building.

Despite the organization's effort to motivate workers work as a team through applying motivation tools such as pay, good working conditions, promotion and informing them how working as a team brings about a spirit of togetherness, team building is still resisted.

Unfortunately, even when the organization applied more measures, team building has still failed. Therefore there is need to study out the reasons behind this and come out with the findings.

The study was also carried out to know whether team building is a key issue in an organization and some authors argued that, The use of teams has become a prominent trend of modern

organizational life .Thompson( 2004); Hackman (2003) stating that teams “are becoming very big business”.

## **1.8 DEFINITION OF KEY TERM**

### **Motivation**

Motivation refers to “the reasons underlying behavior” (Guay et al., 2010, p. 712). Paraphrasing Gredler, Broussard and Garrison (2004) broadly define motivation as “the attribute that moves us to do or not to do something” (p. 106). Intrinsic motivation is motivation that is animated by personal enjoyment, interest, or pleasure. As Deci et al. (1999) observe, “Intrinsic motivation energizes and sustains activities through the spontaneous satisfactions inherent in effective volitional action. It is manifest in behaviors such as play, exploration, and challenge seeking that people often do for external rewards”(p. 658). Researchers often contrast intrinsic motivation with extrinsic motivation, which is motivation governed by reinforcement contingencies. Traditionally, educators consider intrinsic motivation to be more desirable and to result in better learning outcomes than extrinsic motivation (Deci et al., 1999).

According to physiological psychologists „motivation““ is a force that determines the direction of the person’s behavior, level of effort and performance in an organization. From the management perspective, it’s a drive and effort to satisfy the needs, desire and wishes of individuals (Maicibi, 2003:40).

According to Weiner (1972.) work motivation may be regarded as a set of internal and external forces that initiate work-related behavior, and determine its form, direction, intensity and

duration. The concept relates to the work context specifically, and includes the influence on work behavior of both environmental forces, and those inherent in the person. In the workplace, work motivation presents as an invisible, personal and hypothetical construct that manifests itself in the form of observable, and therefore measurable, behaviors.

Motivation is seen as boosting the morale of the employees and this can be done through rewarding them for the work done, promotions, providing good working conditions, paying them in time and reward hard work so all these will help motivate workers or employees to work hard.

### **Team building**

Teambuilding can be defined as “interventions designed to improve ... effectiveness in working together by confronting and resolving problems” (Boss 1983: 66).

Hackman and Wageman (2005: 272) refine this improvement of effectiveness to refer to “productive output”, “social processes” and “well-being of individual team members”. These three outcomes of teambuilding are augmented by a fourth, “organizational alignment” proposed by Thompson (2004: 36). In the current study, the following definition of teambuilding was used:

Teambuilding is a specific intervention to address issues relating to the development of the team. Typically, it consists of a one (or more) day programme focused on improvement of interpersonal relations, improved productivity or better alignment with organizational goals.

Examples include emphasis on fun and enjoyment (such as paintball, river rafting), simulation of workplace dynamics (such as ropes courses), assessment (such as personality type or roles assessments) or problem-solving activities (indoor or outdoor experiential games).“Team

building is a process by which members of a group diagnose how they work together and plan changes which will improve their effectiveness.”(Beer, 1980).

Team building is an effort in which a team studies its own process of working together and acts to create a climate that encourages and values the contributions of team members.

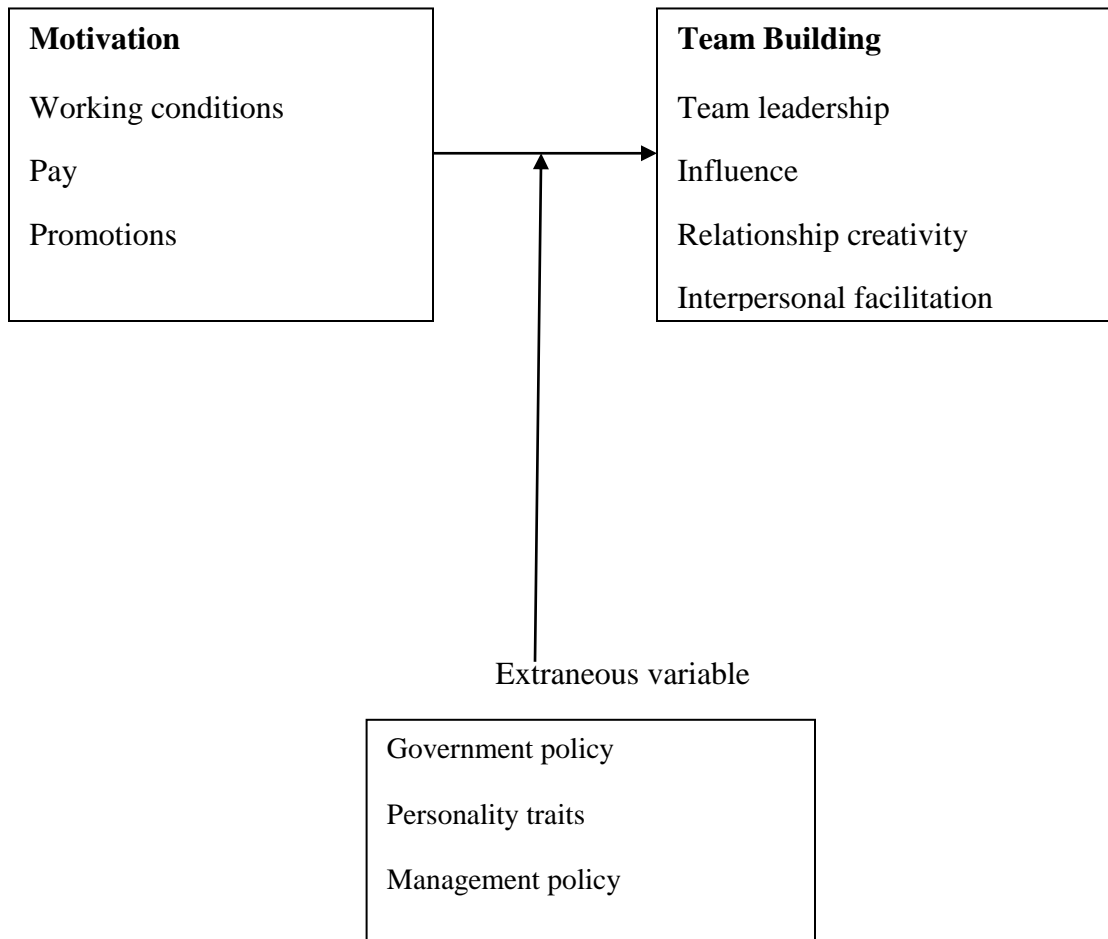
## **1.9 CONCEPTUAL FRAMEWORK**

Basing on the frame work motivation is talked about as the key factor that impacts team building .According to Cheng (1995), the motivation of employees, whether professional, skilled or unskilled, is a major issue in all service organizations. For the hotel industry, employee motivation is a major issue. It is a challenge for the management of the hotel industry to motivate employees to stay on the job and to offer the efficient, good service which customers expect. This aspect shows that through motivation, work teams are boosted by providing them opportunities to work together and empowering them to improve their skills and abilities to perform in any business entity.

**Figure 1: Illustration of the Conceptual Framework**

**Independent variable**

**Dependent variable**



Source: *Adopted by Cheng (1995) and modified by the researcher.*

The above frame work shows the relationship between motivation, extraneous and team building variables. Government policies is one major factors that affects motivation and team building; policies like high taxation for example high rates on P.A.Y.E may demotivate workers and in return there will be low levels of team corporation, relationship creativity and interpersonal facilitation while better government policies like reduced taxes, subsidization among others bring about motivation and hence team building will be enhanced. Personality traits is another factor

that greatly affect people's affinity to work, people's way of life greatly impacts the way they work, and therefore they should be studied and put into consideration. For example the way they dress, spend their leisure time. When well addressed brings about motivation and hence team building. Management policy is yet another factor that affects motivation and team building; management policies like taking part in decision making by both employees and employers, no discrimination among employees and management among others to encourage workers to perform and team building is also boosted.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 INTRODUCTION**

Literature review is defined as a text written by someone to consider the critical points or current knowledge which includes substantive findings as well as theoretic and methodological contribution to a particular topic and this chapter will look at the conceptual review which defines the key variables by different authors that is to say motivation and team building, actual review which show as the relationship between the objectives and the dependent variable, summary of literature and this chapter also shows the agreements and disagreement among the authors and unique views.

#### **2.1 MOTIVATION AND TEAMBUILDING**

##### **2.1.1 Motivation**

Mitchell (1979) says that Motivation can be defined as what activates, directs human behavior and how this behavior is sustained to achieve a particular goal. He further defined it as the set of processes that arouse, direct and maintain human behavior towards attaining some goals.

Robbin (2003) argues that motivation is concerned how behavior gets started, is energized, is sustained, is directed, is stopped and what kind of subjective reaction is present in the organization while all going on.



Mitchell (1979) from the view of motivation theory identifies four common characteristics which underlie the definition of motivation; Motivation is typified as an individual phenomenon, every person is unique and all the major theories of motivation allow for this uniqueness to be demonstrated in one way or another;

Motivation is described usually as an intention; motivation is assumed to be under the workers control and behavior that are influenced by motivation such as effort expended as seen as choice of action;

Motivation is multifaceted the two factors of greatest importance are what gets people activated and the force of an individual to engage in desired behavior (direction or choice of behavior) The purpose of motivational theories is to predict behavior motivation if not the behavior itself, and it is not performance, motivation concerns action and the internal and external force which influences a person's choice of act.

Mitchel (1979) Based on above mentioned characteristic, defines motivation as the degree to which an individual wants and chooses to engage in certain specified behaviors. The underlying concept of motivation is some driving force within individuals by which they attempt to achieve some goal in order to fulfill some need of expectation.

According to Atkinson (1964), the word motivation comes from the Latin word mover which means to move and numerous definitions are given for the term and these definitions normally include three common characteristics of motivation. First motivation is concerned with what activates human behavior secondary motivation is concerned with what directs this behavior towards a particular goal and is concerned with how this behavior is sustained. Rue et al, further

say that in motivation needs to produce motive which lead to accomplishment of goals needs are caused by deficiencies which can be either physical or psychological for instance a physical need is exists when an individual has no friend or companions. A motive is a stimulus that leads to an action that satisfies the need.

Davis & Luthans (1980) found that motivation is concerned with factors that influence people to behave in certain ways and the three components of motivation as listed are directions which involve what a person is trying to do, effort which implied how hard a person is trying, persistence which involves how long a person keeps trying. Motivation is also described as a goal directed behavior and well-motivated people are those who clearly defined goal who take action that they expect to achieve those goals. so according to this research people should be motivated to work hard and try as much as possible to be more persistent so as to achieve both their goals and the organization goals for greater efficiency and effectiveness.

### **2.1.2 Team building**

Huse ( 1980 ) cited in De Meuse and Liebowitz ( 1981) showed “Teambuilding as the process of helping a work group become more effective in accomplishing its tasks and in satisfying the needs of group members.”

Beer also defines Teambuilding as an intervention conducted in a work unit as an action to deal with a condition (or conditions) seen as needing improvement. Beer (1980) further defined team building as a process by which members of a group diagnose how they work together and plan changes which will improve their effectiveness.

Further research Hellriegel & Slocum (1976) showed that the ambiguity of these conceptual definitions highlights the fact that team building represents a different concept for different people. However there is agreement that team building is a process aimed at improving the performance of a group. As such it's a widely used intervention based on well-established socio-psychological concepts that have been developed within the business context. So basing on the authors assumptions, for a group to bring out the expected output or reach the set standards and high performance team building should be encouraged in any organization. Team building is an effort in which a team studies its own process of working together and acts to create a climate that encourages and values the contributions of team members. Their energies are directed toward problem solving, task effectiveness, and maximizing the use of all members' resources to achieve the team's purpose. Sound team building recognizes that it is not possible to fully separate one's performance from those of others.

As an intervention, team building is simply a means to get either a new or poor performing group on track, generally with activities that strengthen those "peaking" critical concepts. Any team that has all those concepts and has them in balance will certainly be harmonious, efficient and productive while meeting their objectives and adding value to the organization. Team building generally refers to the concept of organizing groups of employees into manageable units for various purposes. Building teams is important for several reasons; including the culture teams create in the business. A positive business culture is essential to continued profitability and customer retention. Building better teams is easier to do when you fully understand the purposes of teams and how they contribute to your organization. Kast & Rosenzweig (1979)

Team building is a philosophy of job design in which employees are viewed as members of interdependent teams instead of as individual workers. Team building (which is correctly spelled with two words) refers to a wide range of activities, presented to businesses, schools, sports teams, religious or nonprofit organizations designed for improving team performance. Team building is pursued via a variety of practices, and can range from simple bonding exercises to complex simulations and multi-day team building retreats designed to develop a team (including group assessment and group –dynamic games), usually falling somewhere in between. It generally sits within the theory and practice of organization development, but can also be applied to sports team, school groups, and other contexts. Team building is not to be confused with "team recreation" that consists of activities for teams that are strictly recreational. Team building can also be seen in day-to-day operations of an organization and team dynamic can be improved through successful leadership. Team building is said to have benefits of self-development, positive communication, leadership skills and the ability to work closely together as a team to solve problems. A team is a group of people working towards a common goal. 'Team Building' is the process of enabling that group of people to reach their goal. It is therefore a management issue, and the most effective form of team building is that undertaken as a form of management consultancy, rather than as pure training (though there is a role for training within a program of team building). Myers Briggs (1994).

Myers Briggs 1994 further defines team building as a process that develops cooperation and teamwork within a work unit. To constitute an effective team, its members must share a common goal, have respect for each other, and be motivated to use the strengths of each member to achieve their objectives. Current corporate philosophy stresses that each member of a team plays an integral part in the success of the company.

Team building has been defined from several different perspectives, including as “a team intervention that enhances team performance by positively effecting team processes or team synergy”(Hardy & Crace, 1997,p. 4). Along the same line, the objectives of teambuilding are group maintenance (performance) and locomotion (cohesion).Similarly, Brawley and Paskevich (1997) defined teambuilding as “the deliberate process of facilitating the development of an effective and close group” (p.307). He further defined teambuilding as a method to help a group achieve four objectives: a) satisfy the needs of team members; b) increase team effectiveness; c) improve working conditions; and d) enhance team cohesion.

Mullins (2002) defines a team is a group of people working towards a common goal. Team Building involves the process of enabling the group of people to reach their goals .It consists of steps like clarification of team goals; identification of hindrances to goal achievements; facing the identified challenges and enabling the achievement of the goals. He further asserts that teamwork is an integration of resources and inputs working in harmony to achieve organizational goals, here roles are prescribed for every organization member, challenges are equally faced and incremental improvements are sought continually.

Mullins (2002). Furthermore noted that a team can simply be defined as a small number of people, with a set of performance goals, who have a commitment to a common purpose and an approach for which they hold themselves mutually accountable.

## **2.2 THE IMPACT OF WORKING CONDITIONS ON TEAM BUILDING**

Chen, Chen and Tsao,( 2009) showed that the emphasis on team building efforts almost terminated the concept of individualism which leads to low employee morale and ultimately leads towards high turnover rate. It is also an emerging problem for the high achievers who are highly motivated towards recognition and self-esteem. If this problem is not handled intelligently it will lead the organizations towards low productivity levels. Managers must recognize that they play a central role in effective teambuilding. However, to be successful, managers require a framework to guide their activities

Acemoglu & Pischke, (1999) further showed that Multi-level analysis indicated that the extent of teamwork at the company level of analysis moderated the relationship between individual perception of supervisor and job satisfaction. Working together to achieve common objectives was the second component of the above definition. The common objectives imply that each member of team shares its objectives and identified whole heartedly with them. In other words by joining a team, the individual member ‘sings on’ to the team’s objectives; he enters into a contract as a condition of becoming a member of the team.

Next component of the Team is commitment. The degree of commitment, with which an individual of the group involves, however, can vary enormously according to the circumstances. At the lowest level, he may have been compelled to join this particular team by the organization as a price of continuing his career in it or he may have involved with the team with enthusiasm when he joined, but has now become disillusioned or no longer accepts the way the objectives have changed over time (Monsen, Erik, Boss, & Wayne, 2009).

Further research by (Acemoglu and Pischke, 1998) showed that the individual team member is in a team in order to satisfy his own personal needs which need not be identical with those of the team. The balance between the individual's contribution and the satisfaction of the needs, the more harmonious the team is like to be. The final component of the above definition was willing to forego personal autonomy to the extent necessary to achieve the common objectives that is to say, by joining a team one has to limit his freedom to do as he likes.

Early research into employee morale was generally directed toward the fostering of group rapport or group solidarity and the internalization of management goals by employees. The expectation was that the achieving of these aims would have positive and beneficial effects on absenteeism, spoiled work, productivity, etc. It soon became apparent, however, that industrial employee morale was something more than group rapport. For "good" morale or a high level of morale to be maintained in a work group, some other conditions must be present. Among the most important of these are some measure of "success" in achieving group goals and some kind of individual and personal satisfaction. It therefore became necessary to study both the work group and the individual. Studies of the individual have centered on his prevailing needs, expectations', attitudes, and motives. As a result, some of the most significant work in the area of human motivation has been done in industrial settings. (Baehr, Melany & Richard, Renck, 1958).

The work environment plays a significant role in the life of an employee. More attention should be paid in identifying and dealing with working conditions because when employees have a negative perception of their environment, they sometimes suffer from chronic stress. Lawler (1973) further state that workers who are stressed are likely to be unhealthy, poorly motivated

and less productive at work. The researcher agrees that people who are under stress do not perform well. Productivity is related to working conditions which in turn are related to absenteeism, retention, the adoption of new methods and technologies' Lawler (1973)

Cilliers, (2000) states that working conditions are created by the interaction of employees with their organizational climate. Working conditions include psychological work conditions and the physical layouts of the job and develops his/her identity and a sense of belonging. Work can therefore be seen as a major activity for human beings that meets several needs in their lives. These needs include economic survival, life satisfaction and the provision of a sense of reality.

Working conditions are created by the interaction of employees with their organizational climate, and it includes psychological as well as physical working conditions Hayes (1997). Working conditions include workplace issues and workforce issues. They generally encompass a range of issues from work load and scheduling to systems-wide issues, such as professional identity and scope of practice. And concludes that persons working in stressful, hostile, authoritarian, abusive and neglectful organizations are more likely to be absent, have stress-related illnesses, experience depression, fear, loss of morale and decreased self-esteem. On the other hand organizations that have friendly, trusting, and safe environments experience greater productivity, communication, and financial health, a workplace in the healthcare sector is characterized by inefficient organization and bad working conditions including a twelve-hour working day, work Intensification due to insufficient personnel and excessive paperwork. He Furthermore According argued the physical working conditions include the availability of facilities like equipment, appliances and protective clothing. The physical layout of the job refers to the neatness, organization, Convenience and attractiveness of the work.



According to Gmeiner & Van Wyk (2001). A healthy work environment is one without distracting and unpleasant working conditions, such as noise, slipperiness, cold, heat, inadequate lighting and odour. The work environment also enhances the performance of tasks without unnecessary effort. Further agrees that simple physical conditions such as heating, lighting, furnishing, space and noise can create stress for the employees. If working conditions are good - for example clean and attractive surroundings –employees will find it easier to carry out their jobs. On the other hand, if the working conditions are poor – like dirty, noisy and unsafe surroundings employees will find it difficult to carry out their work.

According to the researcher a widely accepted assumption is that better work place environment produces better results and mostly the office is designed it due importance to the nature of job and the individual that are going to work in that office.

According to Hardy & Crace (1997) the work place environment plays a crucial role for the employees now day's employees may have a large number of working alternative, and the environment in work place becomes a critical factor for accepting and keeping the jobs. The quality of environment in work place may simply determine the level of employee motivation subsequently performance productivity and team building.

The provision of inadequate equipment and adverse working conditions has been shown to affect employee commitment and intention to stay with the organization as well as levels of job satisfaction and the perception of fairness to pay from a safety perspective, Gyekye (2006) further indicates that environmental conditions affect employee safety perception which impact

upon employee commitment to work as a team. (Weiss, 1999, Wise Darling, Hammong and Berry,1987) then ( Boskerman, Timakunna and Gyekye, 2006).

### **2.3 THE EFFECT OF PROMOTION ON TEAM BUILDING**

Promotions are also an important aspect of a worker's career and life, affecting other facets of the work experience. They constitute an important aspect of workers' labor mobility, most often carrying substantial wage increases and can have a significant impact on other job characteristics such as responsibilities and subsequent job attachment. ( Blau and DeVaro 2007, Pergamit and Veum 1999, and others).

Blau and DeVaro (2007) argued that firms can use promotions as a reward for highly productive workers, creating an incentive for workers to exert greater effort. Promotions will only be an effective mechanism for eliciting greater effort if workers place significant value on the promotion itself. Otherwise, firms would simply use pay increases to reward effort and productivity. Workers may value Of course, promotions also serve to place individuals into different jobs, where their skills can be used to greater effect. However, not all promotions carry an increase in supervisory responsibilities or significant changes in tasks. promotions because they carry an increase in job amenities such as a bigger office or spending account (factors which are observable but for which we do not have the information) or because they enjoy the acknowledgement of work well done and the ego boost that comes with a promotion (factors which are not easily observable). Some workers might enjoy the increase in authority over co-workers that often accompany a promotion.

While several studies have investigated the determinants of job satisfaction, relatively little attention has been paid to the role of promotions and promotion expectations. Tournament theory postulates that firms use the prospect of a promotion as an incentive for workers to exert greater effort. This paper estimates the effect of a promotion and promotion expectations on job satisfaction using the 1996-2006 waves of the National Longitudinal Surveys of Youth 1979 cohort (NLSY79). It is the first paper to conduct a comprehensive examination of the link between promotions and job satisfaction using US data. Specifically, I examine whether promotions have a persistent or fading impact on job satisfaction and compare the relative importance of promotion receipt and promotion expectations..

Promotions can serve as an important mechanism for employers to keep their workers happy and to reduce turnover. More research is needed to provide a more thorough and detailed analysis of the links between worker turnover, promotions and job satisfaction as they relate to other aspects of the employment relationship, such as benefits and training. Such analyses will help to shed light on the relative importance workers' attach to promotions and other job characteristics. Further research is also needed to analyze the effectiveness of promotions as a mechanism for eliciting effort and reducing turnover relative to other mechanisms, such as pay increases. Such a comparison requires an analysis of the costs of promotions relative to pay increases very important sour.

The literature on promotions shows that they carry many accompanying changes to a worker's job characteristics, in particular increases in supervisory responsibilities. These changes might also have a significant impact on job satisfaction. Therefore, it is important to control for these job features when estimating the impact of promotions on job satisfaction. (Pergamit and Veum, 1999).

Promotions are a very important source of incentives. The rewards can be substantial, and promotion depends on performance. Promotions do entail an immediate one-time prize, though it is not enormous, but more importantly the opportunity to continue earning wage growth and further advancement through future sustained performance.

The evidence also suggests that this firm uses the promotion system to sort employees into different positions based on ability. Measures of ability affect both the likelihood of winning promotion and the prize earned on promotion. It is necessary to distinguish theoretically between rewards that are due to promotion, and those that are earned when there is no promotion. Promotion usually entails an immediate and largely permanent increase in salary. It also may make the employee eligible for additional rewards that come from the possibility of winning more promotions. This has an option value that is itself a reward. Kosteas (2009)

In addition, in non-promotion years real earnings and bonuses may vary from permanent levels depending on current performance. In the paper I will refer to 'within-job' Rewards as merit raises and bonuses earned in the current job when there is no Promotion, and 'promotion-based' rewards as those earned on promotion, including the present discounted value of immediate and permanent increases in salary and bonus , and the option value of potential rewards from further advancement. Clark (2001).

(Kosteas (2009) showed that Promotions generate incentives here whether or not the firm desires to use them for this purpose. It is sometimes argued that firms explicitly design the structure of promotion rates and wages in the hierarchy in order to manage incentives, but there are questions raised by this view.<sup>4</sup> First, wages are influenced by the external market, so that the firm may be quite limited in the extent to which it can modify the promotion prize structure. The firm may

have more control over the structure of the hierarchy, which is a key determinant of promotion rates and thus of promotion incentives. However, the hierarchical structure has important effects on productivity.

## **2.4 THE IMPACT OF PAY ON TEAM BUILDING**

Beer has challenged the basis of the theory the employees at all levels can be motivated to perform better by some type of reward or incentive program arguing that people who expect external reward for performance do not perform as well as those who perform with no expectation of such a reward. He further argued that at best pay for performance program has a half-life of five years after which companies usually toss it out. And Kohn mentioned extrinsic reward, have ever been shown to lead to long term improvement in the quality of performance. (Beer 1980).

In relation to opportunity, Herzberg (1966) found that individual needs for advancement, responsibility, interest and challenging work, security, vocations and money were all related to pay system preference. Individual high in the first three needs referred to as “motivator” needs were found to favor a pay for performance system more than individual low in these needs.

In organizations in which work is more highly interdependent and involves a larger group of people, the competition among workers for the higher pay fostered by hierarchical distributions may be deleterious to organizational performance. Salancik found that academic researchers tended to cooperate less at institutions with more hierarchical pay distributions. When outcomes result from many different types of performance, it becomes harder to partial out the contributions of any one individual; this limitation complicates the evaluative process and creates

room for disagreements, divergent perceptions and measurement error. In these cases, more hierarchical distributions may have negative effects, such as over rewarding some people, a possibility that should be weighed carefully against the potential incentive properties of such distribution. The literature on teams and team pay Salancik & Pfeffer (1978).

In the study, pay levels (the absolute rates of pay assigned to individuals or jobs in an organization) are considered in terms of how equally they are distributed (their dispersion) in the organization. The central issue is understanding how differences in pay distributions influence individual and organizational performance. At the core of this issue are notions about comparative pay and the degree of compensation inequality created by an organization's pay distribution. For many years compensation policy makers have viewed pay compression as a potential negative because it may under reward people who have higher level jobs, greater human capital or higher performance than others. (Milkovich and Newman, 1996).

Frank (1985) further asserted that, as a positional good, pay affects a person's organizational status and prestige. Thus more compressed distributions may also decrease the positional value of pay.

Under the hierarchical model, pay distributions are viewed as networks of incentives that attract talent and motivate individual performance and team building (Cf. Milkovich and Newman, 1996).

## **2.4.1 Literature summary**

### **Agreements**

The literature on promotions shows that they carry many accompanying changes to a worker's job characteristics, in particular increases in supervisory responsibilities. These changes might also have a significant impact on job satisfaction. Therefore, it is important to control for these job features when estimating the impact of promotions on job satisfaction. (Pergamit and Veum 1999).

Cilliers (2000) states that working conditions are created by the interaction of employees with their organizational climate. Working conditions include psychological work conditions and the physical layouts of the job<sup>32</sup> and develops his/her identity and a sense of belonging. Work can therefore be seen as a major activity for human beings that meets several needs in their lives. These needs include economic survival, life satisfaction and the provision of a sense of reality (Cilliers 2000).

The authors argued that the ambiguity of these conceptual definitions highlights the fact that team building represents a different concept for different people. However there is agreement that team building is a process aimed at improving the performance of a group. As such it's a widely used intervention based on well-established socio-psychological concepts that have been developed within the business context.

### **Disagreements,**

An author argued that the work place environment plays a crucial role for the employees now day's employees may have a large number of working alternative, and the environment in work place becomes a critical factor for accepting and keeping the jobs. The quality of environment in

work place may simply determine the level of employee motivation subsequently performance productivity and team building.

According to some author, evidence suggested that firms use the promotion system to sort employees into different positions based on ability. Measures of ability affect both the likelihood of winning promotion and the prize earned on promotion.

According to the researcher a widely accepted assumption was that better work place environment produces better results and mostly the office is designed it due importance to the nature of job and the individual that are going to work in that office.

### **Unique statement**

A widely accepted assumption was that better workplace environment produces better results and mostly the office is designed with due importance to the nature of job and the individuals that are going to work in that office



## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.0 INTRODUCTION**

Motivation is of great impact to various businesses that leads to improved team building and productivity. Most business depend on motivating their employees through their future prospects of achieving their goals and objectives

This chapter presents the methods and techniques that will be used to conduct the study and the methods used combined both quantitative and qualitative approaches. This chapter contains the following sections that include the research design, study population and area, sample size and sampling, data collection methods data collection instrument data collection procedures, data analysis then lastly the study limitation

#### **3.1 RESEARCH DESIGN**

This refers to the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevancy to the research purpose with the economy in the procedure. In fact the research design is the conceptual structure within which research is conducted, it constitutes the blue print of collection, measurement and analysis of data and as such the design includes an outline of what the researcher will do from writing the hypothesis and its operation implication to final analysis of data.

This study involved both the case study design and the descriptive design. Case study design refers to a fairly intensive examination of a single unit such as a person a small group of people or

a single company. The descriptive design is concerned with describing the characteristics of a particular individual or a group of people or a single company. The descriptive design is concerned with describing the characteristics of particular individuals or a group of people and aims at describing the state of affairs as they exist.

And the case study design enabled the researcher to reach information to be gathered from which potentially useful hypothesis can be generated and also enabled the researcher to explore, unravel and understand problems, issues and relationships.

The descriptive enabled the researcher to collect large amount of data for detailed studying and it helped the researcher to identify further areas of the study and this is according to Katie Harry.

The research combined both qualitative and quantitative approaches. Interviews and questioners will be used or administered to ensure a clear description of information.

### **3.2 AREA OF STUDY**

The study was carried out in National Water and Sewerage Corporation basically Kampala water.

### **3.3 STUDY POPULATION**

The study population refers to the number of respondents in the study. The research involved the different strategies used by different business organizations to encourage team building at the workforce. And the researcher was interested or put more emphasis on the commercial and accounting departments of Uganda National Water and Sewerage Corporation basically Kampala water. The study involved random sampling were individuals were randomly selected form their departments like commercial and accounts regardless of their positions in their organization so as

to collect, gather and analyze the information . The sample used the sample size of 32 respondents who were randomly selected from the total population of 35 respondents in the commercial and accounts department.

The purpose of the study was to know the number of respondents in each department and to ease government planning like employment and the relationship between motivation and team building. The respondents chosen for this study included 2 human resource managers 5 managers, ten supervisors,6 territorial leaders, 4 commercial officers among others basing on the aspect of motivation in determining team building in an organization

### **3.4 SAMPLING PROCEDURES**

#### **3.4.1 Sample size and sampling**

Sample size refers to the number of items to be selected from the universe to constitute a sample or is the identification and selection of small groups of individuals from a population of interest so that by studying the sample we may fairly generalize our results back to the population

The study involved a systematic random sampling method which involved selecting elements by moving through a list (sample frame) and selecting every element within the sample

A population of 35 whose minimum sample on the sample table by R.V Krejcie and D. W. Morgan (1970) as shown in the table below

N	S	N	S
10	10	60	52
15	14	65	56
20	19	70	59
25	24	75	63
30	28	80	66
35	32	85	70
40	36	90	73
45	40	95	76
50	44	100	80
55	48	110	86

### 3.4.2 Sampling technique

A systematic random sampling method was used in the study when selecting the sample which involved selecting elements by moving through a list (sample frame) and selecting every element within the sample.

### 3.5 DATA COLLECTION METHODS AND INSTRUMENTS

These refer to the various methods of gathering and measuring information variables of interest in an established systematic fashion that enables one to answer stated research questions, test the hypothesis and evaluate the outcomes. The study involved collecting primary data which included interviewing and survey methods to be used

Interviewing methods involves presentation of oral verbal stimuli, (incentive, spur or motivation) seeking oral verbal response. It involved use of structured questionnaires. Survey method is a

non-experimental, descriptive research method or is a research method of collecting information from a selected group of people using standardized questionnaires or interviews.

The interview method was the research to the characteristics of the respondents that is to say the tone of the voice, facial expression, hesitation among others the interview method was also used to investigate the motives and feeling of the respondents and also to pilot other methods

The survey method was used by researcher to collect data on phenomena or that cannot be directly observed (such as opinions on liberty services). It was also used to collect objective, unbiased information from a representative group of stake holders

Data was collected through the use of questionnaires.

The data collection instruments device refers to the device used to collect data, such as a paper, questionnaires or computer assisted interviewing system. The data collection guide is a list of topics, themes or areas to be covered. In semi structured interview. This is normally created such a way as to allow flexibility and fluidity in the topics and areas that are to be covered. The interviewing guide normally was linked to the research questions that guide the study

**The questionnaires guide.** This guide provided documentation of the measures contained in the survey of personal development. The majority of single item and multiple item, measures that contain items located throughout the psychological protection, psychological risk, behavioral protection and behavior risk are marked in bold face type and designed to in brackets according to Richard Jessor , Frances M. Costa

## **3.6 QUALITY CONTROL METHODS**

### **3.6.1 Data Reliability**

Reliability is the degree to which an assessment tool produces stable and consistent results Colin Phelan and Julie Wren (2005).

Parallel form of reliability was used where reliability was obtained by administering different versions of an assessment tool to the same group of individuals. The scores from the two versions can then be correlated in order to evaluate the consistency of results across alternate versions. With the aid of the supervisor, the questions on the questionnaires were reviewed to ensure consistency and reliability.

### **3.6.2 Data Validity**

Validity refers to how well a test measures what it is purported to measure Colin Phelan and Julie Wren (2005). Validity encompasses the entire experimental concept and establishes whether the results obtained meet all of the requirements of the scientific research method. This was done through making analysis of the problems being faced and ensuring that the research is relevant to the field of concern.

## **3.7 DATA MANAGEMENT AND PROCESSING**

Permission was got from the human resource manager by the researcher to conduct a research in their organization. Questionnaires were offered to the workers and collected at a later time for review and analysis. Data collected through the questionnaires was edited to identify any errors made. Summarizing responses using a designed coding system came after. Processing of data

was done using statistical packages for social scientists (SPSS). Data was processed so as to condense it in a more convenient form for data analysis.

### **3.8. DATA ANALYSIS**

After data was collected, the research turned to the task of analyzing it. The analysis of data required a number of closely related operations such as establishment of categories, the application of these categories of raw data through coding, tabulation and then drawing statistical inferences. The un widely data was necessarily condensed into a few manageable group and tables for further analysis thus the researcher classified the raw data into some purposeful and usable categories

The researcher applied both quantitative and qualitative methods of data analysis and there was full description of data collected from interviews, questionnaires and documents in form of graphs, charts and tables. Quantitative data analysis was done through Statistical Package for Social Sciences (SPSS) software. This is because SPSS is capable of handling large amounts of data and can perform all of the analysis covered in the text by the use of graphs, charts, and many more. The researcher used the frequency distribution and percentages techniques which were to determine the proportion of respondents selecting the various responses for each group of items relating to the research questions, the interview guide was used to describe data of workers and their various positions, behavior and their lifestyles in Uganda national water and Sewerage Corporation (Kampala water)

Data obtained from questionnaires developed by the researcher was collected, compiled into one group, sorted, typed, edited and classified into a coding sheet using a computerized sheet.

### **3.9 ETHICAL CONSIDERATION**

The researcher was not able to disclose the respondent's confidential information that is to say did not disclose the respondents name about the study topic that is motivation and team building.

Confidentiality of the respondents was ensured by interviewing one respondent at a time. The respondents participated in the study by informed consent either verbally or by signature

Approval of the proposal by research commit and supervisors

### **3.10 DATA LIMITATION**

Some respondents fear to face the researcher because they fill they may be insulted since they are regarded as illiterate

The research was costly in terms of constructing the questionnaires and other instruments such as paper, pens, pencils used by the respondents for feeling in the questionnaires

The incomplete questionnaires where most of the respondents failed to fill in all the questions that were raised by the researcher simply due to some factors such as busy schedules, interpretation of questions

Rigidity of the staff in releasing data. This made the respondents especially management cautions about the data availed to the research.

The research was shortly inconveniencing the population

The time problem, whereby time allocated to complete the research report was quite short and this limited effective and efficient research.



## **CHAPTER FOUR**

### **DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS**

#### **4.0 INTRODUCTION**

This chapter presents a detailed presentation, interpretation and analysis of the findings about the effect of motivation on team building in National Water and Sewerage Corporation. The data collected was then analyzed and explained using SPSS and Microsoft Excel through the use of statistical tables, graphs, descriptions percentages and charts. The findings of the study were arranged in relation to the predefined objectives of the study, the conceptual frame work. The researcher collected data using questionnaires that were distributed to the field, and out of the 32 questionnaires sent, only 30 were retrieved.

#### **4.1 THE BACKGROUND OF THE RESPONDENTS**

The researcher sought to find out background characteristics of the respondents concerning their gender, age, marital status and level of education. These variables are amongst other factors that will enable assessing the effect of motivation on team building in National Water and Sewerage Corporation.

##### **4.1.1 Distribution of respondents according to gender**

The researcher sought to find out the gender of respondents and the findings are shown in the table;

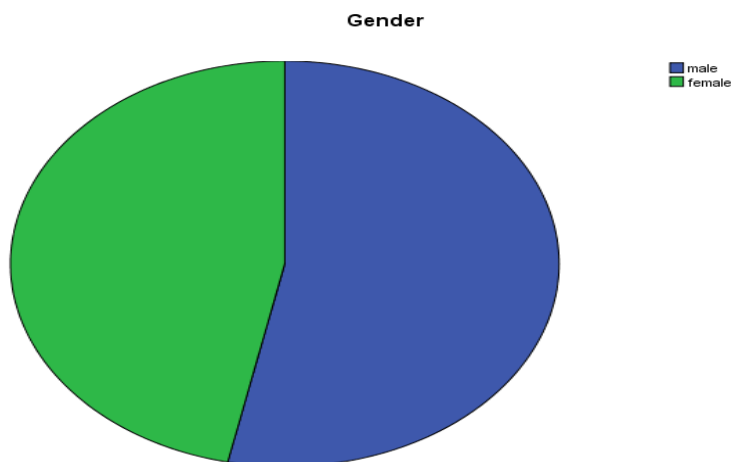
**Table 1: Gender of respondents**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	16	53.3	53.3	53.3
	female	14	46.7	46.7	100.0
	Total	30	100.0	100.0	

**Source: *primary data (2015)***

From the above table, finding show that majority were male comprising of 16 respondents (53.3%) while the female comprised of 14 respondents (46.7%). This implies the organization was completely balance with male and female and there for information that was given was not biased.

**Figure 2: The gender of respondents**



**Source: Primary data (2015)**

The figure further explained that the gender of respondents had more male than female which indicated that the male respondents knew more about the topic than the female where the male respondents were 16 (53.3) and female were 14 (46.7) as presented in figure 2 above.

#### **4.1.2 Distribution of respondents according to age bracket.**

The researcher sought to find out the age bracket of respondents and the findings are shown in the table 2;

**Table 2: Age bracket of the respondents**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid below 20 years	4	13.3	13.3	13.3
20-30 years	14	46.7	46.7	60.0
31-40 years	10	33.3	33.3	93.3
40-50 years	2	6.7	6.7	100.0
Total	30	100.0	100.0	

**Source: Primary data (2015)**

From the table above; 4 (13.3%) of the respondents were below the ages of 20 years, while 14 (46.7%) were between 20-30 years. 10(33.3%) were between 31-40 years and 2 (6.7%) were between the ages of 40-50 years.

This may imply that all the majority of the respondents were above twenty years and could give reliable data for the study. This is possible because majority of the respondents were youth.

#### 4.1.3 Distribution of respondents according to marital status

The researcher sought to find out the marital status of respondents and the findings are shown in the table 3;

**Table 3: Marital Status of the respondents**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Single	10	33.3	33.3	33.3
Married	17	56.7	56.7	90.0
Divorced	1	3.3	3.3	93.3
Others	2	6.7	6.7	100.0
Total	30	100.0	100.0	

**Source: Primary data (2015)**

From the above Table, 10 (33.3) of the respondents were single, while 17 (56.7%) married, 6.7% relate to others and 2 (3.3 %) were divorced.

The majority of the respondents were married and this implied that they have responsibility and therefore could give reasons for their justification and the information they provided was

relevant and reliable. And majority of members 17 (56.7) can be reflected from the age bracket of the respondents.

#### 4.1.4 Distribution of respondents according to the education level

The researcher sought to find out the education level of respondents and the findings are shown in the table 4;

**Table 4: Education Level of the respondents**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Diploma	5	16.7	16.7	16.7
Bachelors	16	53.3	53.3	70.0
Master's Degree	7	23.3	23.3	93.3
Others	2	6.7	6.7	100.0
Total	30	100.0	100.0	

Source: *Primary data (2015)*

From the table above; 16 (53.3%) respondents were bachelors, followed by 7 (23.3%) with a master's degree, then 5 (16.7%) with Diploma and least respondent with 2 (6.7%) were among others. This implied that most of the respondents attained tertiary education and the level of education was a key attribute in enabling the respondents to conceptualize the questions and

subsequently avail information useful for the study and really understood the topic of motivation and team building.

#### 4.2 LEVEL AT WHICH WORKING CONDITIONS AFFECT TEAM BUILDING

The researcher sought to find out the level at which working conditions affect team building at National Water and Sewerage Corporation and the findings are shown in the table 5;

**Table 5: Level at which working conditions affect team work**

		Frequenc y	Percent	Valid Percent	Cumulative Percent
Valid	Very high	15	50.0	50.0	50.0
	High	6	20.0	20.0	70.0
	Average	4	13.3	13.3	83.3
	Low	1	3.3	3.3	86.7
	Very low	4	13.3	13.3	100.0
	Total	30	100.0	100.0	

Source: *Primary data (2015)*

From the above table, 15(50.0%) of the respondents opted for very high, while 6(20.0%) high, 4 (13.3%) average, 1 (3.3) low and 4 (13.3%) very low. In accordance to the respondents, the

majority opted for very high. This simply meant that working conditions affect team work in National Water and Sewerage Corporation.

Respondents in the research were subjected to individual questions to give reasons for why working conditions affect team work in the organization and the answers were to enable the researcher access the respondent's knowledge about the question. Majority of the respondents gave a reason being that working conditions like healthy environment, favorable policies, security and many others motivate workers to work in groups while unfavorable conditions discourages team work due to lack of moral this is agreement with Chen, Chen and Tsao,( 2009) who showed that the emphasis on team building efforts almost terminated the concept of individualism which leads to low employee morale and ultimately leads towards high turnover rate. It is also an emerging problem for the high achievers who are highly motivated towards recognition and self-esteem. If this problem is not handled intelligently it will lead the organizations towards low productivity levels. Managers must recognize that they play a central role in effective teambuilding. However, to be successful, managers require a framework to guide their activities. However 3.3% of the respondents did not agree with the fact that working condition does not necessarily affect team work but the individual staffs have a negative attitude towards team work.

From the A findings it indicates that really working conditions do affect team building in National water And Sewerage Corporation since the majority of the respondents were positive with the statement.

#### **4.2.1 The correlation of working conditions and team building**

The correlation below showed the relationship and effect of working conditions and team building

**Table 6: The relationship between working conditions and team building**

		working conditions	Teambuilding
Working conditions	Pearson Correlation	1	.948**
	Sig. (2-tailed)		.000
	N	30	30
Teambuilding	Pearson Correlation	.948**	1
	Sig. (2-tailed)	.000	
	N	30	30

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

**Source: Primary Data (2015).**

Table 6 above shows that there is a strong positive relationship between working conditions and team building in National Water and Sewerage Corporation as revealed by Pearson correlation coefficient as  $r = 0.948$  ,  $p = 0.01$  which is significant. This implies that it is likely that if there are good working conditions team building can be boosted. This result is in agreement with.

This result is in agreement with the statement that the work environment plays a significant role in the life of an employee Lawler (1973)) states that more attention should be paid in identifying and dealing with working conditions because when employees have a negative perception of their environment, they sometimes suffer from chronic stress. He further states that workers who are stressed are likely to be unhealthy, poorly motivated and less productive at work. The researcher agrees that



people who are under stress do not perform well. Productivity is related to working conditions which in turn are related to absenteeism, retention, the adoption of new methods and technologies’

#### **4.3 EXTENT AT WHICH PAY AFFECT TEAM BUILDING IN NATIONAL WATER AND SEWERAGE CORPORATION**

The researcher sought to find out the level at which pay affect team building at National Water and Sewerage Corporation and the findings are shown in table 7.

**Table 7: Extent at which pay affect team work**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very high	14	46.7	46.7	46.7
High	4	13.3	13.3	60.0
Average	4	13.3	13.3	73.3
Low	3	10.0	10.0	83.3
Very low	5	16.7	16.7	100.0
Total	30	100.0	100.0	

**Source: primary data (2015)**

From the above table, 14(46.7%) of the respondents opted for very high. Furthermore 4 (13.3%) were for high, 4 (13.3%) average 3 (10.0%) low and 5 (16.7%) very low. In accordance to the

respondents, the majority opted for very high. This simply meant that working conditions affect team work in National Water and Sewerage Corporation. 14(46.7%) of the respondents who were the majority opted for very high. This meant that pay affects team work in National Water And Sewerage Corporation

Basing on the above analysis, 46.7% of the respondents opted for very high giving reasons as to why pay affect team work in National Water And Sewerage Corporation as being that if workers are well paid, they will be willing to share ideas amongst themselves and see the way forward in achieving the organization set objectives better whereas if they are not well paid workers will not be motivation to work jointly as a group. The other reasons were workers should be paid equally for equality among workers motivates workers to work together as a whole. This is in agreement with Herzberg (1966) found that individual needs for advancement, responsibility, interest and challenging work, security, vocations and money were all related to pay system preference However 10.0% of the respondents opted for low giving reasons that team work is as a result of peoples attitude not pay. Therefore people should be encouraged to have positive attitudes so as to bring about team work.

From the above finding, it indicates that workers should be well paid so as to motivate them to work as a team so as the organization can be able to achieve the set objectives.

#### **4.3.1 Correlation on pay and team building**

The correlation showed the relationship and effect of pay on team building in NWSC

**Table 8: The relationship between pay and team building**

		teambuilding	Pay
Teambuilding	Pearson Correlation	1	.991**
	Sig. (2-tailed)		.000
	N	30	30
Pay	Pearson Correlation	.991**	1
	Sig. (2-tailed)	.000	
	N	30	30
**. Correlation is significant at the 0.01 level (2-tailed).			

**Source: Primary Data (2015).**

Table 8 above shows that there is a strong positive relationship between pay and team building in National Water and Sewerage Corporation as revealed by Pearson correlation coefficient as  $r = 0.991$  ,  $p = 0.01$  which is significant. .This implies that it is likely that if people are well paid they would opt to work together as a team so as to increase productivity. This result is in agreement with the statement that under the hierarchical model, pay distributions are viewed as networks of incentives that attract talent and motivate individual performance and team building Cf. Milkovich and Newman, (1996). So workers should be well and equally paid if they are to perform as teams so as to increase on the organization’s efficiency and effectiveness.

#### 4.4 LEVEL AT WHICH PROMOTIONS AFFECT TEAM BUILDING IN NATIONAL WATER AND SEWERAGE CORPORATION.

The researcher sought to find out the level at which promotions affect team building at National Water and Sewerage Corporation and the findings are shown in table 9.

**Table 9: Level at which promotions affect team building**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very high	7	23.3	23.3	23.3
High	14	46.7	46.7	70.0
Average	4	13.3	13.3	83.3
Low	4	13.3	13.3	96.7
Very low	1	3.3	3.3	100.0
Total	30	100.0	100.0	

Source: *Primary data (2015)*

From the above table, 7 (23.3%) of the respondents opted for very high, 14 (46.7%) high, 4 (13.3%) average, 4 (13.3%) low and 1 (3.3%) very low. 14(46.7%) of the respondents opted for very high. This implies that work promotions have an effect on team building in National Water and Sewerage Corporation.

Majority of the respondents opted for high giving reasons that workers develop a sense of belonging and become more attached to their work and in so doing become motivated to do team work. However some of the respondents opted for low giving reasons that promotions

demotivate some workers as they think they will not get the chance of being given higher positions.

#### 4.4.1 Correlation on promotions and team building

The correlation showed the relationship and effect of promotions and team building in National Water and Sewerage Corporation.

**Table 10: The relationship between promotions and team building**

		Teambuilding	Promotions
Teambuilding	Pearson Correlation	1	.954**
	Sig. (2-tailed)		.000
	N	30	30
Promotions	Pearson Correlation	.954**	1
	Sig. (2-tailed)	.000	
	N	30	30
**. Correlation is significant at the 0.01 level (2-tailed).			

**Source: Primary Data (2015).**

Table 10 above shows that there is a strong positive relationship between promotions and team building in National Water and Sewerage Corporation as revealed by Pearson correlation coefficient as  $r = 0.954$  ,  $p = 0.01$  which is significant. This implies that it is likely that if promotions are carried out following the standards then team building will be encouraged. This result is in agreement with the statement that Promotions are an important aspect of a worker's career and life, affecting other facets of the work experience. They constitute an important aspect

of workers' labor mobility, most often carrying substantial wage increases and can have a significant impact on other job characteristics such as responsibilities and subsequent job attachment. Blau and DeVaro 2007, Pergamit and Veum 1999 and others). Due to the above statement from different authors the organization therefore needs to formulate a good promotional basis for its employees.

#### 4.4.1 How often are promotions carried out in National Water and Sewerage Corporation?

The researcher sought to find out how often promotions are carried out in National Water and Sewerage Corporation and the findings are shown in table 11.

**Table 11: How often are promotions carried out**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Always	1	3.3	3.3	3.3
Sometimes	9	30.0	30.0	33.3
Seldom	16	53.3	53.3	86.7
Not sure	4	13.3	13.3	100.0
Total	30	100.0	100.0	

**Source: Primary data (2015)**

From the above table, 1 (3.3%) of the respondents opted for always, furthermore 9 (30.0%) sometimes, 16 (53.3%) seldom and 4 (13.3%) not sure. The majority of the respondents opted for

seldom meaning that promotions are almost never, scarcely, or rarely carried out in National Water And Sewerage Corporation.

The majority of the respondents opted for seldom and this meant that promotions are hardly carried out in the organization giving reasons that there is high level of bureaucracy that is there are many procedures that were involved during the process. The others were poor management, bias, poor coordination and finally limited funds.

Despite their being seldom, the respondents gave circumstances under which promotions are carried out, one being through hard work which is determined through evaluation and performance appraisals. This is usually done at the end of the financial year as to increase on the organization’s efficiency and effectiveness.

**4.4.2 Level at which motivation significantly affects team building in National Water and Sewerage Corporation.**

The researcher sought to find out the level at which motivation significantly affect team building at National Water and Sewerage Corporation and the findings are shown in table 12.

**Table 12: Level at which motivations significantly affect team building**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very high	18	60.0	60.0	60.0
	High	10	33.3	33.3	93.3
	Average	2	6.7	6.7	100.0
	Total	30	100.0	100.0	

**Source: *Primary data (2015)***

From the above table, 18(60.0%) of the respondents opted for very high, while 10(33.3%) high, 2 (6.7%) average. In accordance to the respondents, the majority opted for very high. This simply meant that indeed motivation significantly affects team building in National Water and Sewerage Corporation.

60.0% of the respondents opted for very high meaning that motivation affects team building giving reasons that motivation is inbuilt and highly emotional and the only way it can be improved is by providing bonuses, incentives, allowances to mention but a few. These boost workers moral and in return be able to associate and work with others thereby bringing about team building. However the minority of the respondents gave reasons that motivation is inbuilt while others stated that some staffs just have a negative attitude towards the whole business aspect while others from some body's instincts



#### 4.4.3 Staff are well motivated in National Water and Sewerage Corporation.

The researcher sought to find out whether staffs are well motivated to work in National Water and Sewerage Corporation and the findings are shown in table 13.

**Table 13: Staff are well motivated to work**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	2	6.7	6.7	6.7
	Agree	4	13.3	13.3	20.0
	Not Sure	5	16.7	16.7	36.7
	Disagree	15	50.0	50.0	86.7
	Strongly Disagree	4	13.3	13.3	100.0
	Total	30	100.0	100.0	

**Source: Primary data (2015)**

From the above table, 2(6.7%) of the respondents strongly agree, while 4 (13.3%) agree, 5(16.7%) were not sure, 15 (50.0%) disagreed and 4 (13.3%) strongly disagreed with the statement. Given the fact that the majority of the respondents disagree with the statement, this may mean that the staffs of National Water and Sewerage Corporation are not motivated to work. 50.0% of the respondents disagreed with the statement giving reasons that National Water and Sewerage Corporation lacks sufficient funds to provide incentives like accommodation, transport and other allowances and bonuses to its workers and this has led to their demotivation however 13.3% of the respondents agree with the statement giving reasons that despite the fact that the

allowances are not sufficient, they at least provide some that an average worker can be provided with for example monthly leaves, payments lunch and appreciations for the best performing branches.

#### **4.4.4 There are challenges that hinder work force motivation in National Water and Sewerage Corporation?**

The researcher sought to find out there challenges that hinder work force motivation at National Water and Sewerage Corporation and the findings are shown in table 14.

**Table 14: Whether there are challenges that hinder workforce motivation**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	8	26.7	26.7	26.7
	Agree	13	43.3	43.3	70.0
	Not Sure	5	16.7	16.7	86.7
	Disagree	2	6.7	6.7	93.3
	Strongly Disagree	2	6.7	6.7	100.0
	Total	30	100.0	100.0	

*Source: Primary data (2015)*

From the above table, 8 (26.7%) of the respondents strongly agree, 13(43.3%) agree, 5 (16.7%) were not sure, 2 (6.7%) disagreed and 2(6.7%) strongly disagreed with the above stated statement. Given the fact that 13 (43.3%) of the respondents who were the majority agreed with

the statement, this meant that there are challenges that hinder workforce motivation in National Water And Sewerage Corporation.

From the above analysis, the majority of the respondents agreed with the statement identifying challenges that hinder workforce motivation in National Water And Sewerage Corporation being less pay, poor working conditions, congestions in their work places, limited workforce and working overtime without bonuses or extra remuneration.

They identified measures that National Water And Sewerage Corporation could use to boost work force being remunerating workers in time, giving advance payments to its workers, improve the working conditions for example proving lunch, reducing the congestion in the working rooms, work leaves among others

#### **4.4.5 Extent at which management policies affect motivation and team building in National Water and Sewerage Corporation.**

The researcher sought to find out the extent to which management policies affect motivation and team building at National Water and Sewerage Corporation and the findings are shown in table 15.

**Table 15: Extent at which management policies affect motivation and team building**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very High	9	30.0	30.0	30.0
	High	13	43.3	43.3	73.3
	Average	8	26.7	26.7	100.0
	Total	30	100.0	100.0	

**Source:** *Primary data (2015)*

From the above table, 9(30.0%) of the respondents opted for very high, then 13 (43.3% high) and 8 (26.7%) average. In accordance to the respondents since the majority opted for very high. This simply meant that management policies affect motivation and team building working conditions in National Water and Sewerage Corporation.

Respondents in the research were subjected to individual questions to give reasons as to why management policies affect motivation and team building in National Water and Sewerage Corporation and the answers were to enable the researcher access the respondent's knowledge about the question. Majority of the students opted for high and gave a reason being that unfavorable and harsh management policies reduce and change ones attitude about his/her work and the other thing identified was that poor management does not motivate employees at the work place because the rules are not well followed which discourages team building.

Some of the identified unfavorable management policies were employees have no say in decision making, dictatorial practices, increasing on the working hours among others and gave suggestions on what should be done to get rid of the unfavorable management policies in National Water and Sewerage Corporation like management should sit together with the staff on a round table and discuss the policies, hear their queries and also revise the policies , the other suggestion raised was that management should also make suggestions during the AGM and ensure that their points of concern are delivered to the concerned parties.

#### **4.4.6 Level at which personality traits affect motivation and team building in National Water and Sewerage Corporation.**

The researcher sought to find out the level at which personality traits affect motivation and team building at National Water and Sewerage Corporation and the findings are shown in table 16.

**Table 16: Level at which personality traits affect motivation and team building**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very High	4	13.3	13.3	13.3
	High	10	33.3	33.3	46.7
	Average	4	13.3	13.3	60.0
	Low	4	13.3	13.3	73.3
	Very Low	8	26.7	26.7	100.0
	Total	30	100.0	100.0	

**Source: Primary data (2015)**

From the above table, 4 (13.3%) of the respondents opted for very high, then 10 (33.3%) high, 4 (13.3%) average, 4 (13.3%) low and 8 (26.7%) very low. In accordance to the respondents, the majority opted for high. This simply meant that for real personality traits affect motivation and team building in National Water and Sewerage Corporation.

From the above analysis, majority of the respondents opted for high and showed how personality traits affect motivation and team building they gave a reason that if one has negative attitude towards work he/ she will not be able to perform and relate with other fellow employees because ones attitude towards work can either motivate him to work or carry out team building, also the character of someone was mentioned as one of the trait that has affected motivation and team building at National Water and Sewerage Corporation. However 26.7% of the respondents

disagreed with the statement that personality traits affect motivation and team building and gave other factors like poor working conditions, tribalism, nepotism, minimum wages among others. Some of the personality traits identified among employees were socialism, attitude towards work, discrimination, persistence, hardworking, confidence among others.

#### **4.5.0 Employees’ perception towards team building in National Water and Sewerage Corporation?**

The researcher sought to find out the employees’ perception towards team building at National Water and Sewerage Corporation and the findings are shown in table 17.

**Table 17: Employees’ perception towards team building**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very High	2	6.7	6.7	6.7
	High	6	20.0	20.0	26.7
	Average	2	6.7	6.7	33.3
	Low	13	43.3	43.3	76.7
	Very Low	7	23.3	23.3	100.0
	Total	30	100.0	100.0	

**Source: Primary data (2015)**

From the above table, 2(6.7%) of the respondents opted for very high, while 6(20.0%) high, 2 (6.7%) average, 13(43.3%) low and 7 (23.3%) very low. In accordance to the respondents, the majority opted for low. This simply meant that employees in National Water and Sewerage Corporation have low perception towards team building.

From the above data it indicated that employees have negative perception towards team building due to the fact that majority of the respondents that is to say 43.3% opted for a low perception and gave the following reasons, employees have different perception towards team building that is to say some accept and others reject, some do not work with lazy members, however 20.0% opted for high since they perceive teambuilding as a mean building your skills, experience, exposure to many different fields, hard work among others .

#### 4.5.1 Staff’s perception towards motivation in National Water and Sewerage Corporations?

The researcher sought to find out the staffs perception towards motivation at National Water and Sewerage Corporation and the findings are shown in table 18.

**Table 18: Staff’s perception towards motivation**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very High	13	43.3	43.3	43.3
	High	11	36.7	36.7	80.0
	Average	6	20.0	20.0	100.0
	Total	30	100.0	100.0	

Source: *Primary data (2015)*



From the above table, 13(43.3%) of the respondents opted for very high, while 11 (36.7) high, 6 (20.0%) average. In accordance to the respondents, the majority opted for very high. This simply meant employees or workers in National Water and Sewerage Corporation have a positive perception towards motivation.

43.3% of the respondents that is the majority have positive perception towards motivation giving reasons that workers need to be motivated through fair pay, allowances, bonuses, promotions in order to work hard and bring out or improve performance and believe that it is a necessity for management to motivate their workers.

Respondents also identified some challenges that hinder team building among staff at National Water and Sewerage Corporation like poor attitude towards team building, absence of workers, poor working conditions, segregation among employees, unfaithfulness among employees, conflicts of interests, and lack of proper communication among themselves among others.

#### **4.5.2 National Water and Sewerage Corporation uses the right procedures of paying its staff.**

The researcher sought to find out whether National Water and Sewerage Corporation uses the right procedures of paying its staff and the findings are shown in table 19.

**Table 19: Whether National Water and Sewerage Corporation uses the right procedures of paying its staff**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	18	60.0	60.0	60.0
Agree	6	20.0	20.0	80.0
Not Sure	4	13.3	13.3	93.3
Disagree	2	6.7	6.7	100.0
Total	30	100.0	100.0	

Source: *Primary data (2015)*

From the above table, 18 (60.0%) of the respondents strongly agree, 6 (20.0%) agree, 4 (13.3%) were not sure, 2 (6.7%) disagreed with the statement. From the above analysis, 60.0% of the respondents strongly disagreed who are the majority; this simply means that National Water and Sewerage Corporation use the right procedures of paying its staff.

60.0% of the respondents strongly agree with the statement that National Water and Sewerage Corporation uses the right procedures of paying its staff and gave reasons that the procedures and policies that were put in place are followed when paying its staff, payment is clear and easy to calculate, uses its pay roll and only employees on the pay role are ones that are paid and they are paid on time that is to say at the end of the financial period and sometimes they are paid before

the due date. However 6.7% of the respondents disagreed with the statement giving a reason that the organization does not follow the rules of employment Act when paying its workers.

#### 4.5.3 Basis on which pay is done in National Water and Sewerage Corporation?

The researcher sought to find out the basis on which pay is done at National Water and Sewerage Corporation and the findings are shown in table 20.

**Table 20: Basis on which pay is done**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Academic Qualifications	5	16.7	16.7	16.7
Experience	12	40.0	40.0	56.7
Output Levels	4	13.3	13.3	70.0
Time taken	9	30.0	30.0	100.0
Total	30	100.0	100.0	

**Source: Primary data (2015)**

From the above; 5 (16.7%) of the respondents opted for academic qualifications, while 12(40.0%) for experience, 4(13.3%) opted for output levels and 9 (30.0%) of the respondents opted for time taken as a basis on which pay is done in National Water and sewerage Corporation. This implies that National Water and Sewerage Corporation mostly bases on experience to pay of the workers since majority of the respondents opted for it.

#### 4.5.4 Whether there other ways in which pay system could be improved in National Water and Sewerage Corporation?

The researcher sought to find out whether there other ways in which pay system could be improved at National Water and Sewerage Corporation and the findings are shown in table 21.

**Table 21: Whether there are other ways in which pay system could be improved**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	8	26.7	26.7	26.7
Agree	13	43.3	43.3	70.0
Not Sure	8	26.7	26.7	96.7
Disagree	1	3.3	3.3	100.0
Total	30	100.0	100.0	

Source: *Primary data (2015)*

From the above table, 8 (26.7%) of the respondents strongly agree, 13(43.3%) agree, 8(26.7%) were not sure, 1 (3.3%) disagreed with the statement. Given the fact that the majority of the respondents agree with the statement, this may mean that there other ways in which pay systems can could be improved in National Water and Sewerage Corporation 43.3% of the respondents that is to say the majority agreed and identified other ways in which pay could be improved like paying workers for overtime hours taken doing the job, based on workers efforts (hard work), giving out allowances and bonuses for extra work done, pay by cheque to reduce liquidation of employees money, piece rate and many others.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.0 INTRODUCTION**

This chapter presents the summary of the findings in response to the study objectives and questions in the first chapter. It also gives the conclusions and recommendations to National water and Sewerage Corporation on how to motivate its workers as to bring about team building.

#### **5.1 SUMMARY OF FINDINGS**

##### **5.1.1 Working conditions affect team building in National Water and Sewerage Corporation,**

Working conditions affect team work in National Water and Sewerage Corporation. Working conditions like healthy environment, favorable policies, security and many others motivate workers to work in groups while unfavorable conditions discourages team work due to lack of moral. Working condition does not necessarily affect team work but the individual staffs have a negative attitude towards team work. The correlation showed that there is a strong positive relationship between working conditions and team building in National Water and Sewerage Corporation as revealed by Pearson correlation coefficient as  $r = 0.948$  ,  $p = 0.01$  which is significant so working conditions affect team building due to the positive relationship.

### **5.1.2 Pay affects team building in National Water and Sewerage Corporation**

Findings on how pay affects team building in National Water and Sewerage Corporation indicate that work pay has got an effect on team work in National Water and Sewerage Corporation. Workers who are well paid will be more than willing to share ideas amongst themselves to see the way forward and hence team building. Findings also indicate that equality among workers motivates workers to work together as a whole. Some of the challenges that hinder workforce motivation is remuneration or work pay. Based on the findings, National Water and Sewerage Corporation use the right procedures to pay its staff. Procedures and policies that were put in place are followed when paying its staff, payment is clear and easy to calculate. The correlation showed that there is a strong positive relationship between pay and team building in National Water and Sewerage Corporation as revealed by Pearson correlation coefficient as  $r = 0.991$  ,  $p = 0.01$  which is significant which implied that pay affects team building.

### **5.1.3 Promotions affect team building in National Water and Sewerage Corporation.**

Findings on how promotions affect team building in National Water and Sewerage Corporation indicate that work promotions affect team building in national water and Sewerage Corporation. Workers develop a sense of belonging and become more attached to work and in so doing become motivated to do team work. Promotions de-motivate some workers as they think they will not get the chance of being given higher positions. Promotions are rarely carried in National Water and Sewerage Corporation reason being that there are high levels of bureaucracy, poor management, bias, poor coordination and finally limited funds. Results from the correlation showed that there is a strong positive relationship between promotions and team building in

National Water and Sewerage Corporation as revealed by Pearson correlation coefficient as  $r = 0.954$  ,  $p = 0.01$  which is significant which implied that promotions affect team building.

## **5.2 CONCLUSIONS**

According to the study that was carried out, the following conclusions were drawn:

According to the findings on how working conditions affect team building in National water and Sewerage Corporation. There is an effect of working conditions on team work, working conditions like healthy environment, favorable policies, security and many others motivate workers to work in groups while unfavorable conditions discourages team work due to lack of moral however the individual staff must have positive attitude towards work. Some of the challenges that hindered work force motivation that were pointed out by the respondents were poor working conditions meaning that National Water And Sewerage Corporation does not promote good working conditions

According to the findings on how pay affects team building in National Water and Sewerage Corporation; work pay has got an effect on team work in National Water and Sewerage Corporation. The reasons for this are that workers who are well paid will be more than willing to share ideas amongst themselves to see the way forward and hence team building thereof. In addition, equality among workers motivates workers to work together as a whole. Some of the challenges that may hinder workforce motivation is remuneration or work pay. Based on the findings, National Water and Sewerage Corporation use the right procedures to pay its staff. Procedures and policies that were put in place are followed when paying its staff, payment is clear and easy to calculate.

And finally, according to the findings on how promotions affect team building in National Water and Sewerage Corporation. Work promotions affect team building in national water and Sewerage Corporation. Workers develop a sense of belonging and become more attached to their work and in so doing become motivated to do team work. On the contrary promotions demotivate some workers as they think they will not get the chance of being given higher positions. Promotions are rarely carried in National Water and Sewerage Corporation reason being that there are high levels of bureaucracy, poor management, bias, poor coordination and finally limited funds.

### **5.3 RECOMMENDATIONS**

According to the study carried out, the following recommendation can be pointed out

National Water and Sewerage Corporation should improve on the working conditions so as to motivate workers and bring about team building. This can be done through providing incentives like lunch, providing health allowances, not overworking the workers and many others to mention but a few.

The workers of National Water and Sewerage Corporation need to be paid periodically or even after work. Those working for longer hours should be remunerated more as compared to those working lesser hours. While paying workers, there should be equality and just. As this motivates workers to perform and work together as a group. Work pay could be improved like paying workers for overtime hours taken doing the job, based on workers efforts, giving out allowances and bonuses for extra work done, payment by cheque to reduce liquidation of employees' money, piece rate and many others.



National Water And Sewerage Corporation should carry out regular promotions so as to motivate workers to perform or work as a group. This can be done on an interim basis in such a way that they are not done regularly and neither are they done scarcely.

The government and other stake holders should plan for more outreach programs to enable the people get informed on knowledge how motivation can help in team building.

The company management should listen thoroughly to employees' ideas for job improvement or other problems, concerns, frustrations, conflicts, drama, kids' issues, parents' issues among others so that they know well their employees, how to handle their problems and how to deal with them , this will motivate employees and hence good work.

The company should also take a genuine interest in the future path of an employees' career this is because it does wonders for an employee's attitude to believe that management really cares about where his or her career is headed, mentoring, coaching, suggesting additional training so all these can be helpful to employees and highly valued.

#### **5.4 SUGGESTIONS FOR FURTHER RESEARCH**

During the study, there were areas that were beyond the scope of the study that called for further investigation on Workers or personnel management and Work motivation, the effect of motivation on employee performance.

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## APPENDICES

### APPENDIX I

#### QUESTIONNAIRE

Dear respondent,

The researcher is a final year student of Uganda Martyrs University conducting an academic research about the effect of motivation on teambuilding using National Water and Sewerage Corporation as case study, Information obtained will be used for academic and research purposes only and kept confidential , please take time and fill the questions below.

Topic: Effect of motivation on team building in National Water and Sewerage Corporation

#### SECTION A: DEMOGRAPHIC INFORMATION

(i) Tick the appropriate answer where choices given are applicable.

1. Sex:

(a) Male

(b) Female

2. Age

a) below 20 years

c) 31-40 years

b) 20-30 years

d) 40-50 years

3. Marital status

(a) Single

(b) Married

(c) Divorced

(d) Others

4. Education level

(a) Certificate

(d) Master's degree

(b) Diploma

(a) E) Others

(c) Bachelors

5. To what level do you think working conditions affect team work in National Water and Sewerage Corporation?

Very high	High	Average	Low	Very low

i. Give reasons for your answer?

.....

.....

.....

6. To what extent do you think pay affect team work in your organization?

Very high	High	Average	low	Very low

i. Give reasons for your answer?

.....

.....

.....

7. To what level do you think promotions affect team building in your organization?

Very high	High	Average	Low	Very low

i. Give reasons for your answer?

.....

.....

.....

8. How often are promotions carried out in your organisation?

Always	Sometimes	Seldom	Not sure

i. Under what circumstances are promotions carried out in your organization?

.....  
 .....  
 .....

9. To what level does motivation significantly affect team building in your organisation?

Very high	High	Average	Low	Very low

i. Give reasons basing on any of the option you have chosen?

.....  
 .....  
 .....  
 .....

10. Staff are well motivated to work.

Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree

i. If yes, state what the organization does to motivate its workers.

.....  
 .....  
 .....

11. There are challenges that hinder work force motivation at your organisation?

Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree

i. If you agree, identify some of those challenges?

.....  
 .....

ii. How do you think these challenges can be overcome by management?

.....  
.....

13. To what extent do management policies affect motivation and team building at your organisation?

Very high	High	Average	Low	Very low

i. Give reasons for your answer?

.....  
.....

14. What do you think staff can do to get rid of the unfavorable management policies?

.....  
.....

15. Identify some of the unfavorable management policies that can affect motivation and team building among employees at your organisation.

.....  
.....

16. To what level do personality traits affect motivation and team building at your work place?

Very high	High	Average	Low	Very low

16. Show how the personality traits affect both motivation and team building at your organisation.

.....  
.....

17. Identify some of the personality traits among employees?

.....  
 .....

18. What do think are employee’s perception towards team building at your organisation?

Very high	High	Average	Low	Very low

i. Give reasons for your answer?

.....  
 .....

19. What do you think is the staff perception towards motivation at your work place?

Very high	High	Average	Low	Very low

i. Give reasons for your answer?

.....  
 .....

ii. Identify some of the challenges that hinder team building among staff at your organisation.

.....  
 .....

19. Do you Agree, Disagree or strongly disagree with this statement as a staff?

a) NWSC uses the right procedures of paying its staff

Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree



i) Give reasons

.....  
.....

ii) On what basis is pay done?

Academic qualifications	Experience	Nepotism	Output levels	Time taken

20). There are other ways in which pay system could be improved.

Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree

iii) If you agree, what are they? If you disagree, give reasons for your answer.

.....  
.....

## APPENDIX: II INTRODUCTORY LETTER

Uganda  
Martyrs  
University



making a difference

**Office of the Dean  
Faculty of Business Administration and Management**

Your ref.:

Our ref.:

Nkozi, 24<sup>th</sup> February, 2015

### **To Whom it may Concern**

Dear Sir/Madam,

**Re: Assistance for Research:**

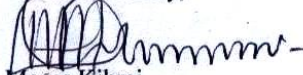
Greetings and best wishes from Uganda Martyrs University.

This is to introduce to you \_\_\_\_\_ who is a student of Uganda Martyrs University. As part of the requirements for the award of the Degree of Bachelor of Business Administration and Management of the University, the student is required to submit a dissertation which involves a field research on a selected case study such as a firm, governmental or non governmental organization, financial or other institutions.

The purpose of this letter is to request you permit and facilitate the student in this survey. Your support will be greatly appreciated.

Thank you in advance.

Yours Sincerely,

  
Moses Kibrai  
Dean

