

THE EFFECT OF MOTIVATION ON EMPLOYEE PERFORMANCE

CASE STUDY: BARCLAYS BANK (HANNINGTON BRANCH)

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ABSTRACT

The paper seeks to examine the effect of motivation on the performance of employees in regard to the effort of employees in financial institutions; numerous organizations are competing to survive in this ever increasing challenging and volatile market environment. Motivation and Performance of employees are powerful tools for the long-term success of the organization. Performance measurement is a critical characteristic of organization's management since it reflects the progress and achievement of the organization.

Motivation significantly impacts on the prosperity of a business firm or any organization. The paper basically finds out the most crucial motivators that yield the performance of workers this is also to indicate that there is less productivity of employees due to the poor motivators or lack of motivating factors that can highly improve employee performance which is vital in the outcomes of a business, to note is that many people's performance depends on the working conditions and also their expectations being met. The paper is built on the fact that without motivation employees having no motivators within their work places there is a high possibility of low production and also the quality of commodities is to a threat of being poor meaning that employers should always put motivating factors into consideration. The statement is to be analyzed fully because it's to the economy's benefit. In general this paper points out the fact that for any activity having a successful time in operation there is need to emphasize on the provision of the employees needs. The paper therefore cautions employers to endeavor putting factors that influence their workers to effective and efficient during work.

CHAPTER ONE

GENERAL INTRODUCTION

1.1 Introduction.

Motivation of employees has a significant effect on employee performance in all organizations. All organizations want to be successful, even in current environment which is highly competitive. Therefore, companies irrespective of size and market strive to retain the best employees, acknowledging their important role and influence on organizational effectiveness. In order to overcome these challenges, companies should create a strong and positive relationship with its employees and direct them towards task fulfilment. In order to achieve their goals and objectives, organizations develop strategies to compete in highly competitive markets and to increase their performance. Nevertheless, if the employees are not satisfied with their jobs and not motivated to fulfil their tasks and achieve their goals, the organization cannot attain success.

Therefore this research concerns is to dwell on the global concerns of motivation as the independent variable and performance dependent variable where the extrinsic incentives given to employee is the main concern for the research as factors that influence employee performance. This chapter as well outlines the background of the study, problem statement, objectives of the study, scope of the study, justification of the study, significance of the study and the conceptual model which shows the diagrammatic relationship of motivation and performance.

1.2 Background

Internationally motivation was greatly emphasized for better performance of employees in organization. All organizations have different ways of which they use to motivate their staff or employees and it is a fact that it impacts to a great deal on the performance of employees while at work. Abraham, (1954) viewed motivation as being based of a hierarchy of needs,

of which a person cannot move to the next level of needs without satisfying the previous level. Maslow's hierarchy starts at the lowest level of needs, basic physiological needs. Basic physiological needs include air, water, and food. Employers who pay at least a minimal living wage will meet these basic employee needs. The next level of needs is referred to as safety and security needs.¹ This level includes needs such as having a place to live and knowing one is safe. Employers can meet these needs by ensuring employees are safe from physical, verbal or emotional hazards and have

a sense of job security. The third level of needs is social affiliation and belonging. This is the need to be social, have friends, and feel like one belongs and is loved. Implementing employee participation programs can help fulfill the need to belong. Rewards such as acknowledging an employee's contributions can also satisfy these social and love needs. The fourth level on the hierarchy is esteem needs. This level is described as feeling good about one self and knowing that their life is meaningful, valuable, and has a purpose. Employers should use the job design technique to create jobs that are important to and cherished by the employee. The last level Maslow described is called self-actualization. This level refers to people reaching their potential states of well-being. An employer who ensures that an employee is in the right job and has all other needs met will help the employee realize this highest need.

Like other regions across the globe, East African employees are highly influenced by different motivating factors that significantly impact on their performance. According to Coetzee (2003), the improvement of employee performance which includes the unlocking and utilization of their potential and motivating them – is probably the greatest challenge facing South African managers and supervisors today and in the future. It is thus clear that the role of managers and supervisors in motivating their workforce is a very important one.

Managers and supervisors can however only be effective at motivating their workforce if they are familiar with both the internal and external factors of motivation and the importance of these factors in motivating employees. For the continued success of an organization, motivated employees are very important. The issue of motivating staff is a continuous journey that companies need to undertake. Low motivation levels of employees reflect poorly on the overall impression of the organization. Motivated employees on the other hand will ensure that the company flourishes. Increased motivation will result into a “feel good” factor spread throughout the organization.

1.3 Problem statement.

Globally the issue of motivating staff is a continuous phenomenon that companies have tried to address through a number of ways of providing incentives, although even when companies have improvised different incentives to motivate employees there is still a question of why employee performance continues to lag behind organization’s expectations. The management of Barclays bank rewards its employees through efforts such as improving on remuneration package use of incentives like salaries, wages and other benefits like medical allowances as well as leave pay packages. All these are done by management with the aim to improve employee performance in the bank. Despite the efforts put in place to motivate its employees to increase their performance as well as their retention, the bank registered low performance tendencies amongst employees hence having a negative impact on the business at large.

Therefore the researcher was compelled to make the research on why there still is low performance of employees in organizations even when different research has been carried out on the same issue.

1.4. The general objective

- To find out the effect of motivation on the performance of employees in organizations

1.5. The specific objectives

- To find out how the amount of salary and wages paid to employees effect the performance of employees.
- To examine how recognition effect on the performance of employees.
- To investigate how provision of bonus effects the performance of employees.

1.6. The research question

- How do salary and wages paid effect the performance of employees?
- What is the effect of recognition of employees on their performance?
- What is the effect of provision of bonus on the performance of employees?

1.7. The scope of the study.

1.7.1. Content Scope.

The topic of this study is employee motivation relation to employee performance in the Organizations. This research provides information on how employees can be motivated basing on factors such as salary and wages, recognition at work and bonus provided which motivate employees hence lead them to perform well in organizations however the independent variables are not of much concern in the study.

1.7.2. Geographical scope.

Barclays bank of Uganda has its headquarters along Huntington road in Kampala district which will be the area where the research will be conducted.

1.7.3 Time Scope.

The time frame for gathering the information as for the research is a five years time frame (2009-2014) , enable the researcher to generate enough and valid information hence finding answers to the research questions and objectives.

1.8. Justification of the study.

Depending on the current workforce performance in organizations there is a serious question of why employees perform below the expectancy of their employers even when motivational incentives have been provided to them. What motivates employees is situational and changes over time. It also varies from person to person, each person has their own definition and measure of what is a motivating factor. It is therefore becomes very hard to have a standard measure for what will motivate every employee to meet their performance expectations. Although a number of research has been conducted on matters concerning motivating employees, still there is low performance hence making the researcher find out the real cause of the low performance levels of employees in organizations.

Therefore the thesis of this research is to give the general relation amongst salary and wage, recognition and bonus given to employees as motivating incentives.

1.9. Significance of the study.

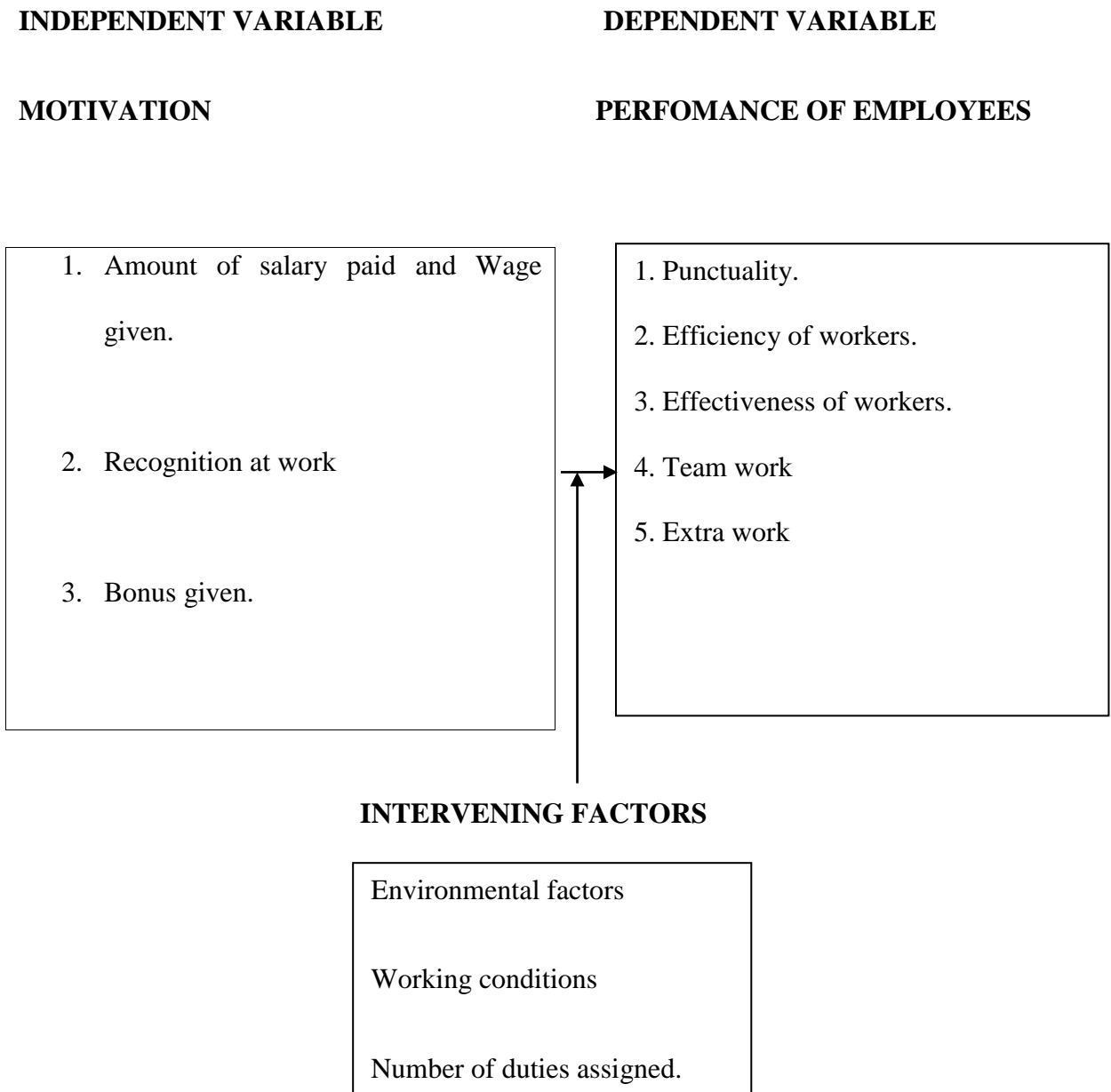
The significant purpose of this research is for attainment of the researchers' degree in Bachelors of Business Administration and Management.

The research is to enable the researcher widen their knowledge of the different reasons why there are high rates of low performance employees in organizations.

1.10. Conceptual framework

Below is the conceptualization of the different variables as per the research which gives a diagrammatic examination of how the variables relate to each other.

Fig 1.1 Conceptual Model.



Source: Herzberg (1959), Maslow's (1943) and Vroom (1964).

1.11. Conclusion.

Several theories view motivated behavior as attempts to satisfy needs. Based on this approach, managers would benefit from understanding what people need so that the actions of employees can be understood and managed. Motivation in the workplace is a broadly researched topic (Rynes et al, 2004, etc.). Earlier research has been conducted by Maslow (1943) and Herzberg (1959), who were pioneers at their subject. (Amabile, 1993). Both intrinsic and extrinsic motivators are important in motivating employees (Herzberg, 1959). It must be argued that managers must not focus on the most important factors solely. Since, according to Herzberg (1959) managers need to address all hygiene and motivator factors to motivate employees.

1.12. Definition of key terms.

Motivation: is an employee's intrinsic enthusiasm about and drives to accomplish activities related to work. Motivation is in essence that internal drive and level of energy that causes an individual to decide to take action - usually a positive action that ensures growth, progress and general or direct improvement of conditions or performance.

Performance: It is the accomplishment of a given task measured against preset known standards of accuracy, completeness, cost and speed.

Efficiency: The ratio of the output to the input of any system. Economic efficiency is a general term for the value assigned to a situation by some measure designed to capture the amount of waste or "friction" or other undesirable and undesirable economic features present.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

The earliest studies of motivation involved an examination of individual needs. Specifically, early researchers thought that employees try hard and demonstrate goal-driven behavior in order to satisfy needs. For example, an employee who is always walking around the office talking to people may have a need for companionship, and his behavior may be a way of satisfying this need. At the time, researchers developed theories to understand what people need. Four theories may be placed under this category: Maslow's hierarchy of needs, ERG theory, Herzberg's two-factor theory, and McClelland's acquired-needs theory

This chapter presents actual literature review were objective by objective is explained about the factors that lead to motivation of employees which are of significant impact on the performance of the employees. Bartol and Martin (1998) consider motivation a powerful tool that reinforces behaviour and triggers the tendency to continue. In other words, motivation is an internal drive to satisfy an unsatisfied need and to achieve a certain goal. It is also a procedure that begins through a physiological or psychological need that stimulates a performance set by an objective.

Numerous organisations are competing to survive in this ever increasing challenging and volatile market environment. Motivation and performance of employees are powerful tools for the long-term success of the organisation. Performance measurement is a critical characteristic of organization's management since it reflects the process and achievement of the organisation.

While early work motivation research conceptualised how motivational forces affected broad measures of job performance, the trend now is to investigate what motivates specific components of performance such as work effort (Ambrose and Kulik, 1999; Kanfer, 1992).

Kanfer (1992) asserted that an advantage of this approach “lies in the extent to which specific motivational interventions may ultimately be mapped to remediate specific deficits in job performance”. In focussing on the determinants of discretionary work effort (performance), this is the approach taken in my research.

Special editions of Harvard Business Review (2003) and the Academy of Management Review (2004) highlighted the significance of work motivation to organisations. Both special editions featured calls for more intellectual energy to be channelled into developing new theories and models of work motivation (Manville and Ober, 2003; Steers et al., 2004). Locker and Latham (2004) argued that even though existing work motivation theories shed some light on this subject, they all have limitations, and thus our knowledge and understanding of what motivates employees is still very much incomplete. Amongst the issues and deficiencies that Locker and Latham identified in the field of work motivation research are the lack of clear definitions for many motivational concepts, and inadequate consideration of theories and research findings across disciplinary boundaries. They identified a need for theories that are more complete, broader in scope and more useful to practitioners. These authors also argued for new developments that are built on extant theories, take a cross-disciplinary approach and enhance our understanding of employee motivation in the contemporary workplace. Work motivation research has thereby been placed centre stage on the management research agenda. There have been similar calls in the economics literature for fresh approaches to theories of labour supply that take a more multi-disciplinary approach. My research responds to these calls for revitalised interest in work motivation. Its particular focus is on what motivates employees to expend discretionary work effort.

The discretionary work effort literature in the OB discipline has primarily focused on extra-role behaviour (ERB) and the related concept of organisational citizenship behaviour (OCB). This body of literature has researched how a wide array of non monetary factors relates to performance. These included individual characteristics (Organ, Podsakoff, and Mackenzie, Paine, and Bachrach, 2000). ERB is conceptualised as discretionary work behaviours that are not formally recognised by an organisation's rewards system. As a result, there appears to have been very little investigation into whether monetary rewards correlate with discretionary work effort. One notable study found in the OB literature was by schnake and dumler (1997). These researchers maintained that monetary rewards are a potentially important antecedent that has been overlooked. They argued that while ERB is not formally rewarded, employees may develop perceptions of these discretionary behaviours being indirectly rewarded.

2.2. Conceptualising motivation.

The notion of motivation appears in both the OB and economic literatures. It is recognised in both these disciplines that work effort is a complex concept. In the economics literature, the idea of work effort being related to performance to some degree can be traced back to the works of economists Jevons (1871[1970]), Marshall (1890[1910]) and Robertson (1921) as well as leibenstein (1966) and Marxist economists weisskopf, Bowles and Gordon (1984; 1983). In the OB literature, the concept of discretionary work effort has been attributed to Barnard (1938), Katz (1964), Katz and Kahn (1978), as well as Yankelovich and immerwahr (1983). Nonetheless, perhaps with the exception of only Yankelovich and Immerwahr (1983), to this day there has been limited acknowledgment of the parallel consideration of this concept across these two disciplines.

In the labour economics literature, the concept of motivation and its sub-component performance is considered within the context of labour supply. Early theories of labour supply (Jevons, 1871 [1970]; Marshall, 1890 [1910]; Robertson, 1921) identified work time and work intensity as important and distinctive elements of labour provided. Jevons (1871[1970]) was first to make the distinction between the hours employees work and the intensity with which employees work during their time at work (Spencer, 2003; 2004a). Similarly, Marshall (1890[1910]) and Robertson (1921) differentiated work time from what they termed the ‘efficiency of labour’. Robertson’s notion of efficiency of labour encompassed the natural quality (related to heredity and background) and skill of the worker, as well as the intensity with which the employee worked. The emphasis of Jevons’s theory of work effort was on the qualitative content of work and its logic was underpinned by the intrinsic costs and benefits associated with work activities (Spencer, 2004b).

Theoretical frameworks of work motivation in the labour economics and the OB literatures suggest how factors in the work environment can affect the employee’s level of discretionary work effort. Two compatible theoretical approaches from each of these literatures also surface to a great deal in my research. These are the utility theory from economics and the expectancy theory of work motivation from psychology. Together, these theories provide an organising framework for describing and explaining employee work behaviour.

In the OB literature, expectancy theory (Vroom, 1964) has been used extensively as a general motivational framework for investigating a variety of work behaviours including performance effort (Ambrose and Kulik, 1999; Steers et al., 2004). Within this framework the employees’ judgements about the potential benefits (expected satisfaction) and costs (expected dissatisfaction) associated with investing more discretionary work effort are central to the employee’s decision to expend extra effort (Kanfer, 1987). According to this model, an

employee's motivation to expend discretionary work effort is governed by three factors. First is the extent to which the employee believes that greater work effort will result in higher performance second is the extent of the employee's belief that performance of the given behaviour will be rewarded and thirdly is the attractiveness of the reward or outcome. The attractiveness of a given reward will depend on the employee's needs and values.

Motivation is one of the forces that lead to performance. Motivation is defined as the desire to achieve a goal or a certain performance level, leading to goal-directed behavior. When we refer to someone as being motivated, we mean that the person is trying hard to accomplish a certain task. Motivation is clearly important if someone is to perform well; however, it is not sufficient. Ability—or having the skills and knowledge required to perform the job—is also important and is sometimes the key determinant of effectiveness. Finally, environmental factors such as having the resources, information, and support one needs to perform well are critical to determine performance. At different times, one of these three factors may be the key to high performance. For example, for an employee sweeping the floor, motivation may be the most important factor that determines performance. In contrast, even the most motivated individual would not be able to successfully design a house without the necessary talent involved in building quality homes. Being motivated is not the same as being a high performer and is not the sole reason why people perform well, but it is nevertheless a key influence over our performance level.

According to Yeo (2003), motivation can be described as intentional and directional. The word 'intentional' refers to personal choice and persistence of action. The word 'directional' indicates the presence of a driving force aimed at attaining a specific goal.

According to Tietjen and Myers, (1998) the concept motivation refers to the force within us that arouses, directs and sustains our behavior. The first part of the definition, arousal, is

about the energy that drives our behavior. The second part of the definition is about the choices we make between different behaviors to achieve our goal, the direction of our behavior. The third part of the definition is concerned with how long we are willing to persist at attempts to meet our goals, to sustain our behavior.

Baldoni, (2005) asserts that motivation is the set of forces that causes people to engage in one behavior, rather than some other alternative behavior.

Smith et al, (1979) define work motivation as the individual's desire to direct and sustain energy toward optimally performing, to the best of his or her ability, the task required in order to be successful in a work position.

According to Maslow (1943), employees have five levels of needs: physiological, safety, social, ego, and self- actualizing. Maslow argued that lower level needs had to be satisfied before the next higher level need would motivate employees. Herzberg's work categorized motivation into two factors: motivators and hygiene. Motivator or intrinsic factors, such as achievement and recognition, produce job satisfaction. Hygiene or extrinsic factors, such as pay and job security, produce job dissatisfaction.

2.3. Conceptualisation of performance.

According to Herzberg (1959) performance is to let an employee do what the employer wants him to do. This implies that the organization's hierarchy and task distribution are also critical for a good employee performance. Lindner (1998) adds to this statement by arguing that employee performance can be perceived as "obtaining external funds". According to Vroom (1964) an employee's performance is based on individual factors, namely: personality, skills, knowledge, experience and abilities. Many researchers agree that job performance is divided in those five factors Linder (1984). Some researchers even argue that a person's personality has a more specific role in job performance (. However, according to

various researchers, it is not what performance exactly means, but how it is composed and how it is measured (Frey, 1997).

Job performance is viewed as a function of three factors and is expressed with the equation below. Mitchell, (1982). *Motivation: New directions for theory, research, and practice*. 7, 80–88; Porter, & Lawler, (1968). *Managerial attitudes and performance*. Homewood, IL: Dorsey Press. According to this equation, motivation, ability, and environment are the major influence over employee performance. Performance is a function of the interaction between an individual's motivation, ability, and environment.

The traditional conceptualisation of performance was subsequently challenged by Leibenstein (1966) and Bowel, Gordon Weisskopf (1984). In these discussions on X-efficiency theory, Leibenstein asserted that due to the incomplete nature of employment contracts and supervisory surveillance, there are no assurances that employees will work at the maximum level possible. He maintained that firms cannot totally control the level of work effort of employees and that, unless adequately motivated, employees typically deviate substantially from their optimal level of work effort. Thus, he described work effort as a complex and significant variable that has some degree of discretion (Leibenstein, 1966, 1977, 1979). While Leibenstein did not formally define performance, he identified areas in which an employee can exercise performance. These included the choice of pace at which work is done (i.e. intensity), the time duration over which activities are undertaken (i.e. time), choice of activities (i.e. direction), and the quality of these acts (i.e. skill and ability) (Leibenstein, 1977). His implicit conceptualisation of performance asserts Robertson's (1921) conception in that both authors incorporated ability and skill as a component of performance. Bowels et al. (1984) refocused the economists' attention on work intensity as a component of discretionary work effort. These authors argued that employment contracts specify the hours

an employee will work but they don't typically prescribe how much work must be done in that time. Thus the employee is given the opportunity to vary his/her level of work effort by varying work intensity.

Thus, modern neoclassical economic theory of employee performance extended the traditional view of work performance to recognise work intensity as a significant component. It is conceived that work intensity is to some extent discretionary due to incomplete employment contracts, the divergence of employer and employee interests, the inability to perfectly observe work effort and the costs associated with monitoring employee performance (Akerlof, 1984).

Within the theoretical frameworks of performance in economics, skills and ability are generally viewed as being distinct from work effort but interact with work effort to affect employee productivity. Bowels et al. (1984), for example, noted that for each hour worked, skill and experience make employees more productive. Thus, when greater skill and ability are combined with a given level of work effort (work time and work intensity), they enhance productivity rather than the level of. Hence, it is more appropriate to treat skill and ability as determinants of employee performance separate from discretionary work effort. This view is well supported in the OB literature (Barnard, 1938; Campbell and Pritchard, 1976; Pinder, 1984).

In the OB literature, performance is commonly conceptualised as comprising the dimensions of duration, intensity and direction (Blau, 1993; Brown and Leigh, 1996; Campbell and Pritchard, 1976). Duration (persistence of effort) concerns the time aspect of work effort. It involves "the choice to persist in expending effort over a period of time" (Campbell and Pritchard, 1976, p.65). Thus, it reflects how long a person works or keeps trying on a task. Intensity relates to the level of effort. It involves how hard a person works and so reflects

how much a person chooses to exert per unit of time. These two facets of performance encapsulate the notion of working long and hard (Brown and Leigh, 1996). The direction of work effort considers what work behaviours or activities a person engages in and with that frequency. That is, is directing work effort towards activities that promote the attainment of organisational goals rather than activities that do not contribute to these goals, and thus increase organisational effectiveness. This effort may be directed towards activities that are part of one's job requirements (i.e. in-role) or beyond one's job requirements (i.e. extra-role) (Katz, 1964; Katz and Kahn, 1978; Smith, Organ, and Near, 1983; Williams and Anderson, 1991). It has been argued that time intensity and direction are all important in affecting employee performance (Blau, 1993; Katerberg and Blau, 1983; Terborg, 1976).

Katz (1964) identified five forms of innovative and spontaneous behaviour. These were cooperating with others, offering creative ideas for organisational improvement, and acting to protect and promote the organisation internally and externally, maintaining a favourable attitude towards the organisation, and self training. Katz and Kahn (1978) argued that the willingness of employees. These authors extended our understanding of performance by articulating a wider range of work behaviours than had been specified by Barnard (1938) that fall into the discretionary work effort domain. Furthermore, they distinguished between effort to perform required task to quantitative and qualitative standards that can exceed employer expectations and their dimension of innovative and spontaneous that can exceed employer expectations, and their dimensions of innovative and spontaneous behaviours. This implied that performance could be in both prescribed work activities and non-prescribed work activities.

Yankelovich and Immerwahr (1983) further extended our understanding of performance by formally naming and defining this construct. These authors are credited with coining the term “performance” which they defined as “the difference between the maximum amount of effort and care an individual could bring to his or her job, and the minimum amount of effort required to avoid being fired or penalized; in short, the portion of one’s effort over which the jobholder has the greatest control” (Yankelovich and Immerwahr, 1983, p.1). Their definition, however, performance (i.e. the gap between the minimum required and the maximum possible level of work effort) rather than the actual discretionary work effort by an employee (i.e. the gap between the minimum required and the actual level of work effort). Also by describing performance in terms of minimum and maximum level of work effort, these authors explicitly identified it as a sub-component of work effort.

Yankelovich and Immerwahr (1983) acknowledged the parallels between the OB and the economics literatures, by likening their concept of performance to Leibenstein’s (1996) discretionary view of work effort, and Bowels, Gordon and Weisskopf’s (1984) concept of work intensity in the economics literature. However, they broadened these prior conceptualisations of discretionary work effort to include dedication and creativity (Yankelovich and immerwahr, 1983). In addition, they noted that performance not only varies across employees but also across jobs according to how tightly the prescribed job requirements are defined. These authors refocused the attention of researchers on performance by highlighting the importance of that part of effort over which the employee has greatest control.

Thus for the purpose of the research defines performance as the individual’s voluntary contribution of time, intensity and effort directed into work activities beyond what is minimally required, expected or enforced by the organisation in a manner that is consistent

with the organisation's goals and is intended to have a beneficial impact on the overall effectiveness of the organisation. Effort alone is not enough. Performance is the extent to which an employee contributes to achieving the objectives of the organization and motivation is not the only cause of productive behavior. Other factors that contribute towards an employee's level of performance include inherent ability, opportunity and developed competencies (Bagraim et al, 2007:93). The level of performance is therefore dependant on the degree to which all these factors are present at the point the individual is performing the task.

According to Coetsee (2003:139), performance can be defined as the realization of goals and meeting expectations. The equation for performance is: Performance = Skills and abilities (S) x Motivation (M) x Resources (R). It is important to note that when the level of performance of an individual is measured, specific attention must be paid to all the factors to ensure the level of performance is accurately measured. Performance for example could be influenced by the organization's unwillingness to supply the required resources.

2.4. Salary, wages and employee performance.

Salary is an extensively researched extrinsic motivator. Since it is labeled as an extrinsic factor, it is not perceived as causing motivation in the workplace (Herzberg, 1968). However recent research of Arai, (1994) resulted in considerable evidence that higher wages directly affect job performance. They also argue that in the case that labor turnover is costly for an organization (because of severance, training and hiring costs), firms could pay higher wages to decrease quit rates and save on turnover costs. These statements are confirmed by Robertson, (2004); they argue that pay is probably the most important motivational factor, concluded that job applicants seemed to believe that pay is the most important attribute to everyone except themselves. Arai, (1994) also argue that that lowering wage levels to market parity can even reduce worker productivity. However, Deci (1972) argues that pay can

decrease intrinsic motivation. Deci (1972) proved in his research that if payments are not contingently presented it decreases intrinsic motivation and it does not if payments are contingently presented.

Performance is applicable to salary; it is argued by researchers that extrinsic factors do not contribute to an increase in performance. However, it seems that for some forms of extrinsic factors the opposite is true. It is stated that salary, commitment to supervisors and peers and job security can increase job performances. Through providing one or more of these factors a higher performance is established, therefore the employee gains external satisfaction and is motivated to perform well in the future. But managers should be careful with extrinsic motivational factors, since in some cases they can decrease intrinsic motivational factors.

Economists have traditionally focused on monetary rewards as the principal motivator of work effort. This view, however, has been extended to give some recognition to the influence of individual differences like employee attitudes (Hicks, 1932. [1968]; Robbins, 1930; Spencer, 2005), and work environment factors (Akerlof, 1932, 1984; Akerlof and Yellen, 1990; Alchian and Demsetz, 1972; Shapiro and Stiglitz, 1984). These models have included the influence of the intensity of monitoring by supervisors, cost of job loss and concepts of gift exchange, reciprocity and fair wage. These models primarily focus on firm level analysis and treat intra-firm behavior as a “black box”. Some researchers within the economics discipline, however have incorporated additional aspects of the OB perspective in their empirical studies and examined these phenomena at the individual level of analysis (for example Drago, 1991; Goldsmith, Veum, and Darity, 2000; Mosca, Musella, and Pastore, 2007). This empirical research, combined with the multi-disciplinary conceptual and

theoretical developments discussed earlier, has resulted in a small but growing body of multi-disciplinary literature on employee work in the economics discipline.

Many studies have been conducted concerning how motivation is affected by rewards resulting in conflicting and inconsistent outcomes. Pierce, Cameron and Banko conducted a study to examine how extrinsic rewards affect people's intrinsic motivation when the rewards are based on increasingly higher performance criteria. Pierce et.al. found that rewarding people for meeting a graded level of performance, which got increasingly more difficult, spent more time on the study's activities and experienced an increase in intrinsic motivation. Participants who were not rewarded at all or only rewarded for maintaining a constant level of performance experienced less intrinsic motivation. Another study that examined the effects of extrinsic rewards on intrinsic motivation was conducted by Wiersma. Wiersma conducted a meta-analysis to summarize the inconsistent results of past studies. The meta-analysis by Wiersma concluded that when extrinsic rewards are given by chance, they reduce intrinsic motivation. This result is supported when task behavior is measured during a free-time period. However, it is not supported when task performance is measured when the extrinsic reward is in effect. Wiersma also found that these results cannot be generalized to all situations. A study conducted by Earn also examined the effects of extrinsic rewards on intrinsic motivation. Earn wanted to know if extrinsic rewards had an impact on a person's intrinsic motivation based on the subject's locus of control. Earn found that pay increases decreased intrinsic motivation for subjects with an external locus of control whereas pay increases increased intrinsic motivation for subjects with an internal locus of control. The study also found that when the controlling aspect of the extrinsic reward was made pertinent by making pay dependent on a certain amount of performance, higher pay undermined the intrinsic motivation of subjects and their locus of control was not relevant.

Employees want to earn reasonable salaries, as money represents the most important incentive, when speaking of its influential value (Sara et al, 2004). Financial rewards have the capacity to maintain and motivate individuals towards higher performance, especially workers from production companies, as individual may use the money to satisfy their needs. Therefore, pay has a significant impact in establishing employees' diligence and commitment, being a key motivator for employees. Nevertheless, studies have shown that pay does not boost productivity on the long term and money does not improve performance significantly (Whitley, 2002). Moreover, focusing only on this aspect might deteriorate employees' attitude, as they might pursue only financial gains. Fortunately, there are other non-financial factors that have a positive influence on motivation, such as rewards, social recognition and performance feedbacks. Numerous researches have also pointed out that rewards lead to job satisfaction, which in turn influence directive and positively the performance of the employees. Moreover, rewards are one of the most efficient tools of management when trying to influence individual or group behaviour, as to improve organization's effectiveness. The vast majority of companies use pay, promotion, bonuses and other types of rewards to motivate employees and to increase their performance. In order to use salary as a motivator, managers have to develop salary structures, according to the importance of each job, individual performance and special allowances.

Employees can also be motivated through proper leadership, as leadership is all about getting thing done the right way. In order to achieve these goals, the leader should gain the employees' trust and make them follow him. Nevertheless, in order to make them trust him and complete their tasks properly for the organization, the employees should be motivated (Baldoni, 2005). The leaders and the employees help one another to attain high levels of morality and motivation.

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

According to McGregor, a traditional organization, which has a centralized decision-making process and a hierarchical pyramid, is based on several assumptions about human nature and motivation. These assumptions are called Theory X by McGregor and consider that most people want to be directed, they do not want to assume responsibility and value safety above all. Moreover, this philosophy assumes that people are motivated by financial means and by the threat of punishment. Managers who embrace this theory are likely to supervise and control their employees, as they feel that external control is needed when dealing with irresponsible people.

Nevertheless, McGregor started to question the validity of Theory X, especially in the context of the contemporary and democratic society. Using Maslow's hierarchy of needs, McGregor concluded that Theory X is not universally applicable, as its assumptions about human nature are in many cases inaccurate. In addition, most of the management practices developed from these assumptions failed to motivate individuals to work for attaining the organizational goals. McGregor highlighted that these methods are not applicable to people who's

physiological and safety needs are satisfied, while social esteem and self-actualization needs are becoming more important. Moreover, he considers work very similar to play, as both are physical and mental activities. Nevertheless, under Theory X management, there is a clear distinction between them, as on the one hand play is controlled by the individual, while on the other hand work is controlled by others. Therefore, people look for any excuse not to go to work, in order to satisfy social and self-actualization needs, especially if they have enough money for the basic needs. Under these circumstances, people do not find work challenging at all and consider it more like a necessary evil. On the other hand, Theory Y practices focus on creating a pleasant work environment and aligning the individuals' goals with the organizational goals. In these organizations, the productivity levels are high and people come to work gladly, as the works satisfy their superior needs. This theory considers that people are not lazy and unreliable. On the contrary, it assumes that people can be self-directed and very creative, if they are motivated properly. Subsequently, one of the main tasks and challenges for management is to exploit the full potential of each employee. Motivated people will achieve their own goals by focusing on attaining the organizational goals.

Nevertheless, we cannot draw the conclusion that Theory X is bad and Theory Y is good. On the contrary, these theories are attitudes towards employees. Although, generally speaking, a manager should base his/her assumptions on Theory Y, there are cases in which a directive and controlling behaviour is required, as to help some people develop, until they become creative and self-directed. One employee may be motivated in his work with higher commissions, whereas other employees may be interested in a better working environment (Tietjen & Myers, 1998).

Pay is also an influential tactic to induce motivation, since individuals may utilize it to attain their desired wants. Consequently, pay is a recompense that has a great impact in establishing employees' diligence and commitment. According to Cooke (1999) and Fisher (2005), money is considered to be the key motivator for employees. On the other hand, studies have shown that pay does not seem to boost productivity levels in the long term and money does not improve performance (Whitley, 2002). Furthermore, this can deteriorate employees' attitude in which they may work merely in the interest of high pay. Pay is not only the main reinforcer, other non-financial factors such as rewards, social recognition and performance feedbacks are also found to be positive motivational factors (Smith & Rupp, 2003).

For many decades, traditional economic theories of work motivation have been dominated by the income –leisure trade- off labour supply model (Hicks, 1932). (Robbins, 1930), principal agent and work discipline models (Alchian and Demsetz, 1972; Shapiro and Stiglitz, 1984), and various variants of efficiency wage theory (Akerlof, 1982, and Yellen, 1990). The emphasis in these models has been the role of monetary rewards and supervision as motivators of work effort. Some more radical models of worker motivation have also appeared in the economic literature over the years. These have taken a more multi disciplinary approach, integrating some personality, psychological and social phenomenon drawn from other behavioural sciences as motivating factors (Frey, 1997; Leibenstein, 1979; Tomer, 1981). These models were developed within a rational choice and utility theory framework but differed from conventional economic theory in several ways.

A week ago different employees joined Antony Jenkins and the Barclays Executive Committee in signing a letter to all colleagues that, for the first time, came from us as one leadership team.

The letter set out some key decisions we had taken at our offsite meeting in Johannesburg based on the feedback you had given us during your Values sessions and in the Values Jam. The purpose of the letter was twofold: to signal that we wanted to be more open in the way we communicate with you, and secondly to make it clear that as an Executive Committee we are listening.

Issues that came through very clearly from employee feedback was around performance management. For purposes of Credible and fair performance management system, Management believes this will make performance management fairer and more consistent. This is important because our success in Barclays Africa is critically dependent on all of us delivering strong performance. Confident that the changes of motivation made will enhance the value of our performance management system. Also, by holding one another accountable for our values and behaviours, we have every chance of achieving our goal of becoming the 'Go-To' bank in Africa (Maria Ramos, 2014).

Economists have traditionally focused on monetary rewards as the principal motivator of work effort. This view however has been extended to give some recognition to the influence of individual differences like employee attitudes (Hicks, 1932; Robbins, 1930; Spencer, 2005), and work environment factors (Akerlof, 1932, 1984; Akerlof and Yellen and 1990; Alchain and Demsetz, 1972; Shapiro and Stiglitz, 1984). These models have included the influence of the intensity of monitoring by supervisors, cost of job loss and concepts of gift exchange, reciprocity and fair wage.

In addition, in his economic theory of personal motivation, Frey (1997) contended that the relationship between monetary rewards and work effort depends on conditions in the work environment. He posited that in an environment that employees perceived as controlling,

external intervention in the form of monetary rewards or intense supervision would crowd out intrinsic motivation and hence lower employee work effort. Under conditions where the work environment that is perceived as supportive, however, a crowding in effect (i.e. increased worker motivation and hence increased work effort) might be anticipated. Thus in considering how monetary rewards and non monetary work environment characteristics relate to each other in affecting an employee's level of discretionary work effort.

Compared to economics researchers, OB researchers place less emphasis on the role of monetary rewards in determining discretionary work effort and focus more on psychological and social factors associated with the work environment and individual differences (Latham, 2007; Pinder 1998). Work motivation theories are concerned with the effects of these situational, individual-difference and self regulatory variables on the allocation of work effort (Kanfer, 1987). Within this discipline, the role of monetary determinants of work effort has been a major point of contention (Deci, 1975; Latham, 2007; Lawler, 1971).

Barnard (1938), this author viewed organisations as “association of cooperative efforts “and he talked about the “willingness of person to contribute effort to cooperative system” Barnard's ideas paralleled work on work effort discretion emerging in the economics literature (Jevons, 1871 [1970]; Leibenstein, 1966; 1979; Marshall, 1890 [1910]; Robertson, 1921), although he did not distinguish between time, intensity or the direction of effort. Consistent with the approach of many economists (Akerlof, 1982; Bowels et al., 1984; Jevons, 1871 [1970]; Marshall. 1890 [1910]), however, Barnard differentiated “willingness to cooperate” from employee ability, effectiveness and the value of employee contribution to an organisation. He emphasised that it varies both within and between individuals. Thus like these other researchers, Barnard identified that part of work effort is discretionary, that it can

be differentiated from skill and ability, and that it interacts with skill and ability to determine employee productivity.

Utility theory (Alchain and Demsetz, 1972; Hicks, 1932[1968]; Jensen and Meckling, 1976; Martinoia, 2003; Robbins, 1930) is a dominant theoretical framework in the economic analysis of individual behaviour in economic settings. It underpins most theories of work effort in labour economics. Within this framework, employees are modelled as weighing up the rewards that yield satisfaction expected from exerting this extra effort (Drago, 1991; Kahn and Sherer, 1990; Lazear, 1986). The rewards and costs and the resulting satisfaction of dissatisfaction associated with work effort, will vary for different employees due to the subjective nature of the assessments made. If the expected rewards exceed the anticipated costs, the utility maximising employee is induced to increase his or her work effort above the minimum level expected or required. The performance expended may take the form of working longer (a time allocation choice), working harder during the time spent at work (a work intensity choice), or some combination of the two.

Abraham Maslow is among the most prominent psychologists of the twentieth century. His hierarchy of needs is an image familiar to most business students and managers. The theory is based on a simple premise: Human beings have needs that are hierarchically ranked. Maslow, (1943). A theory of human motivation. *Psychological Review*, 50, 370–396; Maslow, (1954). *Motivation and personality*. New York: Harper. There are some needs that are basic to all human beings, and in their absence nothing else matters. As we satisfy these basic needs, we start looking to satisfy higher order needs. In other words, once a lower level need is satisfied, it no longer serves as a motive. The most basic of Maslow's needs are physiological needs. Physiological needs refer to the need for food, water, and other biological needs. These needs are basic because when they are lacking, the search for them may overpower all

other urges. Imagine being very hungry. At that point, all your behaviour may be directed at finding food. Once you eat, though, the search for food ceases and the promise of food no longer serves as a motivator. Once physiological needs are satisfied, people tend to become concerned about safety needs. Are they free from the threat of danger, pain, or an uncertain future? On the next level up, social needs refer to the need to bond with other human beings, be loved, and form lasting attachments with others. In fact, attachments, or lack of them, are associated with our health and well-being. Baumeister, & Leary, (1995). The need to belong: Desire for interpersonal attachments as a fundamental human motivation. *Psychological Bulletin*, 117, 497–529. The satisfaction of social needs makes esteem needs more salient. Esteem need refers to the desire to be respected by one's peers, feel important, and be appreciated.

Maslow was a clinical psychologist, and his theory was not originally designed for work settings. In fact, his theory was based on his observations of individuals in clinical settings; some of the individual components of the theory found little empirical support. One criticism relates to the order in which the needs are ranked. It is possible to imagine that individuals who go hungry and are in fear of their lives might retain strong bonds to others, suggesting a different order of needs. Moreover, researchers failed to support the arguments that once a need is satisfied it no longer serves as a motivator and that only one need is dominant at a given time. Neher, (1991). Maslow's theory of motivation: A critique. *Journal of Humanistic Psychology*, 31, 89–112; Rauschenberg, Schmitt, & Hunter, (1980). A test of the need hierarchy concept by a Markov model of change in need strength. *Administrative Science Quarterly*, 25, 654–670.

Despite the lack of strong research support, Maslow's theory found obvious applications in business settings. Understanding what people need gives us clues to understanding them. The

hierarchy is a systematic way of thinking about the different needs employees may have at any given point and explains different reactions they may have to similar treatment. An employee who is trying to satisfy esteem needs may feel gratified when her supervisor praises an accomplishment. However, another employee who is trying to satisfy social needs may resent being praised by upper management in front of peers if the praise sets the individual apart from the rest of the group.

How can an organization satisfy its employees' various needs? In the long run, physiological needs may be satisfied by the person's paycheck, but it is important to remember that pay may satisfy other needs such as safety and esteem as well. Providing generous benefits that include health insurance and company-sponsored retirement plans, as well as offering a measure of job security, will help satisfy safety needs. Social needs may be satisfied by having a friendly environment and providing a workplace conducive to collaboration and communication with others. Company picnics and other social get-togethers may also be helpful if the majority of employees are motivated primarily by social needs (but may cause resentment if they are not and if they have to sacrifice a Sunday afternoon for a company picnic). Providing promotion opportunities at work, recognizing a person's accomplishments verbally or through more formal reward systems, and conferring job titles that communicate to the employee that one has achieved high status within the organization are among the ways of satisfying esteem needs. Finally, self-actualization needs may be satisfied by the provision of development and growth opportunities on or off the job, as well as by work that is interesting and challenging. By making the effort to satisfy the different needs of each employee, organizations may ensure a highly motivated workforce.

ERG theory, developed by Clayton Alderfer, is a modification of Maslow's hierarchy of needs. Alderfer, (1969). An empirical test of a new theory of human needs. *Organizational*

Behavior and Human Performance, 4, 142–175. Instead of the five needs that are hierarchically organized, Alderfer proposed that basic human needs may be grouped under three categories, namely, existence, relatedness, and growth. Existence corresponds to Maslow's physiological and safety needs, relatedness corresponds to social needs, and growth refers to Maslow's esteem and self-actualization.

ERG theory's main contribution to the literature is its relaxation of Maslow's assumptions. For example, ERG theory does not rank needs in any particular order and explicitly recognizes that more than one need may operate at a given time. Moreover, the theory has a "frustration-regression" hypothesis suggesting that individuals who are frustrated in their attempts to satisfy one need may regress to another. For example, someone who is frustrated by the growth opportunities in his job and progress toward career goals may regress to relatedness need and start spending more time socializing with coworkers. The implication of this theory is that we need to recognize the multiple needs that may be driving individuals at a given point to understand their behavior and properly motivate them.

Herzberg's research is far from being universally accepted. Cummings & Elsalmi, (1968). Empirical research on the bases and correlates of managerial motivation. *Psychological Bulletin*, 70, 127–144; House, & Wigdor, (1967). Herzberg's dual-factor theory of job satisfaction and motivation: A review of the evidence and a criticism. *Personnel Psychology*, 20, 369–389. One criticism relates to the primary research methodology employed when arriving at hygiene versus motivators. When people are asked why they are satisfied, they may attribute the causes of satisfaction to themselves, whereas when explaining what dissatisfies them, they may blame the situation. The classification of the factors as hygiene or motivator is not that simple either. For example, the theory views pay as a hygiene factor. However, pay may have symbolic value by showing employees that they are being

recognized for their contributions as well as communicating that they are advancing within the company. Similarly, the quality of supervision or the types of relationships employees form with their supervisors may determine whether they are assigned interesting work, whether they are recognized for their potential, and whether they take on more responsibilities.

Despite its limitations, the theory can be a valuable aid to managers because it points out that improving the environment in which the job is performed goes only so far in motivating employees. Undoubtedly, contextual factors matter because their absence causes dissatisfaction. However, solely focusing on hygiene factors will not be enough, and managers should also enrich jobs by giving employees opportunities for challenging work, greater responsibilities, advancement opportunities, and a job in which their subordinates can feel successful.

2.5. Recognition at work and employee performance.

Recognizing and rewarding employees for excellent customer service and complaint resolution is critical to the success of our business. That is why the bank introduced two new programmes to recognize and reward employees for excellent customer interactions within our business – The Complaint Busters and Service Champions programmes. Complaint Busters, on the other hand, will recognize employees across Africa who take ownership of complaints and turn them into compliments. The ultimate objective of both programmes – which are being launched across our African operations for the first time – is to encourage a customer-centric culture within Barclays Africa, as well as reward and encourage service culture and peer-to-peer recognition (Maria Ramos 2014).

Maria Ramos, (2014) Winners will be chosen every month and will receive monetary rewards. The Citizenship Awards 2014 are an opportunity to recognize and celebrate those

who go above and beyond to make Citizenship part of everything we do – our ‘people to be proud of.

Special editions of the Harvard Business Review (2003: 81(1)) and the Academy of Management Review (2004: 29(3)) highlighted the significance of work motivation to organizations. Both special editions featured calls for more intellectual energy to be channeled into developing new theories and models of work motivation (Manville and Ober, 2003; Steers et al, 2004) Locke AND Latham (2004) argued that even though existing work motivation theories shed some light on this subject, they all have limitations, and thus our knowledge and understanding of what motivates employees is still very much incomplete. Amongst the issues and deficiencies that Locke and Latham identified in the field of work motivation research are the lack of clear definitions for many motivational concepts, and inadequate consideration of theories and research findings across disciplinary boundaries. They identified a need for theories that are more complete, broader in scope and more useful to practitioners. These authors also argued for new development that are built on extant theories, take a cross disciplinary approach and enhance our understanding of employee motivation in the contemporary workplace. Work motivation research has thereby been placed centre stage on the management research agenda. There have been similar calls in the economics literature for fresh approaches to theories of labour supply that take a more multi-disciplinary approach (Kaufman 1999).

Maria,(2014) Recognition is important to all of us. It makes a difference when someone takes the time to acknowledge our achievements, to notice the positive impact we make and to thank us for helping Barclays become the ‘Go-To’ bank. Wherever an employee work and whatever you do, if you’re bringing Respect, Integrity, Service, Excellence and Stewardship to life every day, organizations recognize and celebrate your success. This is why

organizations are launching global recognition programme. The Values Recognition Programme provides a way to celebrate success, share examples of exceptional achievements worldwide, champion people who live our Values daily and inspire others to be exceptional too. We know that by recognizing and rewarding the very people who make Barclays what it is, we will continue to delight our clients, customers and colleagues.

The work environment is defined as “features of the job and the organization that generate the stimuli to which workers may respond positively or negatively” (Katzell and Thompson, 1990a, p68). These stimuli serve as cue to potential rewards (benefits) or Katzell and Thompson (1990a) maintained that these job and organizational characteristics can be used by managers as important levers for creating a more motivating work environment, thereby indirectly affecting the employee’s level of discretionary work effort. Thus, an improved understanding of the critical work environment characteristics that motivate discretionary work effort.

The standard neoclassical theory of labor supply that appears in most economics textbooks today was founded in the Austrian school of thought (Green, 1894; Hicks, 1932 [1968]; Robbins, 1930; Wicksteed, 1910). This approach portrayed the work decision as a time allocation decision, in that work time is a simple means to a desired end (i.e. the employee makes an income- leisure trade –off) (Spencer, 2003). Thus this perspective conceptualized work effort only in terms of work time (Spencer, 2004a). This conventional view of work effort considered that only work time was under the individual’s control. Individuals could choose their hours of work at the wage offered by firms but the intensity of work effort exerted during the time at work was assumed to be enforced under the employee’s employment contract (Bowles et al., 1984 Fairris, 2004; Leibenstein, 1977; 1978). The effect

of this conceptualization was that the level of work intensity displayed by the employee was treated as not problematic. This view came to dominate conventional economic theory and eclipsed the insights provided by the earlier theories of labor supply (Spencer, 2004a, 2004b).

Frederick Herzberg approached the question of motivation in a different way. By asking individuals what satisfies them on the job and what dissatisfies them, Herzberg came to the conclusion that aspects of the work environment that satisfy employees are very different from aspects that dissatisfy them. Herzberg, Mausner, & Snyderman, (1959). Wiley; Herzberg, (1965). Herzberg labeled factors causing dissatisfaction of workers as “hygiene” factors because these factors were part of the context in which the job was performed, as opposed to the job itself. Hygiene factors included company policies, supervision, working conditions, salary, safety, and security on the job. To illustrate, imagine that you are working in an unpleasant work environment. Your office is too hot in the summer and too cold in the winter. You are being harassed and mistreated. You would certainly be miserable in such a work environment. However, if these problems were solved (your office temperature is just right and you are not harassed at all), would you be motivated? Most likely, you would take the situation for granted. In fact, many factors in our work environment are things that we miss when they are absent but take for granted if they are present.

Vroom's theory is based on the belief that employee effort will lead to performance and performance will lead to rewards. Rewards may be either positive or negative, the more positive the reward the more likely the employee will be highly motivated. Conversely, the more negative the reward the less likely the employee will be motivated. Adams' theory states that employees strive for equity between themselves and other workers. Equity is achieved when the ratio of employee outcomes over inputs is equal to other employee outcomes over inputs. Whilst Skinner's theory simply states that those employees' behavior that lead to

positive outcomes will be repeated, and behaviors that lead to negative outcomes will not be repeated. Managers should positively reinforce employee behaviors that lead to positive outcomes, and managers should, carefully and tactfully, negatively reinforce employee behavior that leads to negative outcomes. Managers and leaders obviously need to learn to be context-specific when communicating and interacting with employees, and remain calm and understanding yet still be firm.

According to Smith et al (1979), managers can include employees in groups or teams to satisfy their social needs, and they can create working environments where the higher-order needs of their employees can be satisfied. The manager can assist with satisfying esteem needs by rewarding high achievements with recognition and appreciation and linking pay to performance achievements.

Cooke, (2000) states that managers must recognize that an employee might have multiple needs to satisfy simultaneously; focusing exclusively on one's need at a time will not effectively motivate an employee. Managers need to realize that the frustration-regression impacts workplace motivation. If managers are able to recognize those employee needs that are frustrated, steps can be taken to satisfy the employee's frustrated needs until the employee is able to pursue growth again.

According to Yeo (2003), achievement, recognition for what has been achieved, the job itself (how interesting, meaningful and challenging it is), progress or growth (learning and development) responsibility and feedback are all motivators, while company policies, equipment, supervision, interpersonal relationships, salary, status, working conditions and job security are all examples of hygiene factors.

2.6. Bonus impact on performance.

Kanfer (1990) noted that while researchers cannot directly observe work motivation, they can observe the stream of behaviors' that reflect it. She contended that since work motivation theories are concerned with the determinants of effort allocation rather than the results deduction, discretionary work effort is the appropriate indicator of a higher than normal level of work motivation. Thus within work settings, a higher than normal level of work motivation as observed through discretionary work effort, should be reflected in "what a person does (direction), how hard a person works (intensity), and how long a person works (persistence)" (kanfer,1990,p78). Discretionary work effort therefore involves allocating more than the normal amount of time and energy to one's job and directing one's effort towards activities that are beyond what is normally required as part of one's job.

Work motivation and work effort are not synonymous but they are closely related constructs and are often used interchangeably in the literature. Work motivation is "a set of energetic forces that originate both within as well as beyond an individual's being, to initiate work related behavior, and to determine its form, direction, intensity, and duration" (Pinder, 1984). It involves "the multiple processes to anticipated outcomes or consequence" (kanfer, 1987, p.239). These definitions suggest that work motivation manifests itself through work effort (Igalens and Roussel, 1999; Latham 2007; Nadler and Lawler III, 1977). Work effort is, therefore, a critical outcome of work motivation with the level of motivation reflected in the extent to which an employee allocates time and energy to the performance of tasks (Kanfer, 1987). Thus, it is evident that a higher than normal level of work motivation can be expected to manifest itself as discretionary work effort, the primary construct and dependent variable of interest in this thesis.

As previously noted, discretionary work effort is that part of work effort that exceeds what is minimally required or expected. It is discretionary as it is entirely under the control of the individual (Leibenstein, 1966; Yankelovich and Immerwahr, 1983).

Compared to economics researchers, OB researchers place less emphasis on the role of monetary rewards in determining discretionary work effort and focus more on psychological and social factors associated with the work environment and individual differences (Latham, 2007; Pinder, 1998). Work motivation theories are concerned with the effects of these situational, individual difference and self regulatory variables on the allocation of work effort (Kanfer, 1987). Within this discipline, the role of monetary determinants of work effort has been a major point of contention (Deci 1975; Latham, 2007; Lawler, 1971).

The awards program is aimed at celebrating the achievements of our top performing colleagues across Africa. These are colleagues who have not only excelled in their targets but who have also demonstrated exceptional service in their interaction with our customers. For this year's season, we are announcing some changes to the Awards.

Morrison and Phelps, (1999). Asserts that employee's perception of the link between behavior and rewards and the value attached to those rewards determines whether or not he or she is motivated to expend performance. Employee perception has a significant effect on work behavior and positive work environment experiences increased the level of discretionary work effort (Brown and Leigh, 1996; Hackman and Oidham, 1980; James and James, 1989; Kahn, 1990). Thus in this research it is appropriate to assess employee perceptions of the work environment rather than using objective measures of the work environment to assess the relationship between monetary rewards and non monetary factors.

The general belief is that all people can be motivated. However, people are not motivated by the same things, at the same time, for the same reasons, or with the same intensity. It is for

this reason that it is important that both managers and supervisors understand the factors that motivate people. Motivational theories provide managers with a framework for understanding And motivating their employees by highlighting the impact certain factors have on motivation. Each motivational theory provides the manager with insight and contains specific suggestions for better managing human capital. According to Kreitner & Kinicki (2008:192), managers can't simply take one of the theories of motivation and apply it word for word due to the dynamics

Within the organization that interfere with applying motivation theories.

Fox (2007:61) explains that although all theories of motivation attempts to explain why people work and what will increase their inclination to function efficiently and effectively, not all motivational theories view the motivational process in the same way. It is for these reasons the researcher of this study deemed it important to provide an analytical overview of some of the more widely promoted theories of motivation, to obtain an understanding of their commonalities and identify the factors that each theory suggests improve employee motivation.

Kreitner and Kinicki (2008:149) state that despite the fact that research does not clearly support Maslow theory, there is one key managerial implication of Maslow's theory that is worth noting; a satisfied need may lose its motivational potential and it is therefore important that managers devise programs aimed at satisfying new and emerging needs that are unmet in order to motivate employees.

Fisher, (2005) explains that if a situation that occurred was due to the very nature of a particular job and other situational constraints, the manager realizes that there are few opportunities to develop different skills, he should try and compensate by providing opportunities to satisfy other needs of the employees.

The equity theory is the only theory of motivation that includes a social component. It discusses the social comparison that people make when they compare their inputs (which includes anything which the individual views as his personal 'investment' in his organization e.g. their effort, hours worked, quality of their work, training/education etc.) with the outcomes (that includes any return resulting from their job e.g. salary, more responsibility, benefits, recognition etc.) they receive (Igalens and Roussel 2007).

Ahmad et al (2008) explain that it is the result of the attractiveness of the reward and the way the individual sees the linkage between (i) effort and (ii) reward. If the employee places a high value on the reward and if he/she perceives a high probability that his/her effort will lead to this reward then he/she will exert great quantity of effort, By rewarding high performers as well as special circumstances and achievements within a workforce, the company is able to show a willingness to grow a business and ultimately see's their staff as a key part in achieving this..

2.7. Conclusion

Earlier research could not succeed in establishing a positive correlation between employees Motivation and performance. However, later research suggested that indeed a positive relationship exists between the two. This relationship becomes clear when satisfaction is added in the formula; the result is a self-reinforcing circle of performance, satisfaction and motivation. An employee achieves a high performance because certain characteristics are provided at the job and he has the ability to reach that performance. From the resulting high performance the employee derives internal satisfaction and is motivated to perform well in the future (Hackman & Oldham, 1976).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter encompasses the approaches to be used to make the study successful. It provides the details of the research designs that are intended to be used by the researcher and the reasons for their choice. The chapter also captures the population and the sampling methods to be used during the study. It also describes the data collection methods and instruments, methods of processing and analysis of data that the research was employed. This chapter also shows how reliability and validity of the instruments were during research analysis.

3.2 The research design

The study was descriptive and influential and therefore gave opportunity to study in depth of the subject matter. the researcher used quantitative research design .Under the qualitative research design, a case study design was used to ensure in-depth study of Barclays Bank of Uganda because the researcher wanted to bring deeper insights and better understanding of the research were data was from interviews, field notes of observation questionnaires and biographical data. For the quantitative research design the descriptive design was also used aiming at measuring, interpreting, analyzing, classifying data to provide a report.

3.3 Study population

The bank has a big number of employees since it hosts and has many businesses and activities it deals with. The employees in this organization are over five hundred however for purposes of this research a sample of 50 (Barclays Bank main branch) employees was used. This was to help the researchers have analysis both locally and internationally.

3.4. Area of the study

The study was carried out in Barclays Bank of Uganda which is one of the international banks that has also operated in Uganda for a long time, it starts its operations in 1927 with three branches as per now the bank has 43 branches.

3.5. Sample size

This refers to the number of elements to be chosen from the target population so as to constitute to the required sample. (Masembe, 2009). The sample was comprised of 45 respondents selected from the population of 50. The sample was chosen following table provided by Krejice and Morgan (1970) which shows the total population and their respective sample sizes, and was chosen purposively, where 15 respondents was from the managers, supervisors and team leaders and the 35 respondents from the staff in the operations department.

3.6. Sampling techniques

This refers to the technique or the procedure adapted in selecting the sample from influences about the population are to be drawn (Masembe, 2009) the researcher used stratified sampling technique because it ensures that subgroups are proportionally represented and account for differences in subgroup characteristics. This helped to collect information from the managers and other staff at different levels of the bank.

3.7. Methods of data collection

This section aims at describing the methods and techniques that the researcher used to collect data for the proposed study (odiya, 2009). The researcher used various methods such as questionnaire and interviews in order to get primary data from the respondents.

3.7.1 Questionnaire

This was the main collection tool used where by respondents were given questionnaires to fill in their views basing on their choice. This was to help the researcher to get first hand additional accurate information about the effect of motivation on employee performance.

3.7.2 Observation

This method was used to see some tangible indicators of motivation and performance. This method was used because it's cheap to obtain accurate information that may not be captured using the questionnaire method.

3.7.3 Data collection instruments

Under quantitative method the questionnaires were used while under observation pens eyes and other natural senses was used.

3.7.4 Library Research

The researcher used the relevant books and other literature as regards to the topic to obtain information needed. This method was used because it is the best way to get secondary data with primary data. Therefore the proposed source of collecting data by the research includes the use of library (secondary) and field visiting as well as observation (primary data).

3.8. Data analysis and presentation

In this section the researcher described how data was processed, presented and interpreted and this is through sorting, coding and analyzing them appropriately (Odiya, 2009).the spss version 16(sixteen) was used to analyze data. by saying agree, strongly agree disagree strongly disagree and neutral were the different terms that were used to assess respondents conception of the different questions Qualitatively, the researcher collected data like, the level of employee's participation at work.

3.9. Data collection procedure

The researcher got a letter from the dean of students from Uganda Martyrs University (Nkozi) to clarify that she's a student from the university and ask the organization to allow her conduct her research there. Thereafter, an application letter will be written asking the organization for an opportunity to conduct the research there. After getting an acceptance letter then the researcher will be in position to carry out the research at the organization.

3.10. Quality control

This involves the different data quality procedure the research follows for purposes of validity and reliability of the collected information from respondents.

3.10.1 Reliability

The researcher has selected the above data collection methods to give chance to others that may want to use them when generating data in any other researcher that might be carried out. For example the researcher will use split half and the total of questionnaires will be divided into two were first half will be distributed and the retrieved and analyze the data. Then distribute the other half, get the findings and compare with the first one for the sake of reliability.

3.10.2 Validity

For validity of the data, expert validity confirm that the parameters used are the right ones for example the employees who are efficient and effective. Information was collected from persons with clear identity that they are employees in the organization.

3.11. Ethical issues

The researcher will ask the respondents to willingly respond to the questions without buying them that is in terms of money to answer them or even threatening the respondents.

The researcher will also answer questions from the respondents in case they ask were they do not understand to clear any doubt in them for carrying out the research in their organization.

The researcher will only carry out the research according to the time given to her to do so, that is, she will avoid inconveniences to the organization while carrying out the research by honoring their rules and orders.

3.12. Limitations of the Research.

Time is one of the limiting factors of this research; this is because the time the research is to be conducted is not sufficient enough because of the deadline submission date of the research which does not give the researcher enough time to make a broad analysis of the different issues of the topic.

The study is limited to only the variables which do not exhaust all issues that influence performance, by considering the financial and non-financial aspect of motivation on employees' performance relating to salary, wages recognition and bonus, hence intend to mark a demarcation for the study. Here I have considered limitation in line with the research objective that is the study is limited.

The issue of financing the research procedure is another limitation of the research which could not enable the researcher to properly and adversely carry out the research.

3.13 Conclusion.

The research involved three studies that are the dependent variables, independent variables and the intervening variables that sequentially built on each other. The nature of the research problem and the associated research questions pointed to the need for a multi-paradigm approach. Thus, qualitative and quantitative research methods were combined to answer the research questions. This involved use of questionnaires. The research was undertaken in Barclays bank of Uganda.

CHAPTER FOUR

DATA PRESENTATION ANALYSIS AND DISCUSSION

4. Introduction

This chapter presents the findings got by the researcher which was carried out from Barclays Bank of Uganda which was the field of study. The analysis of the data which was collected helped in finding answers to the research questions and the relevance of carrying out the research. Questionnaires, interviews and observation were used as tools for collecting data from the field total population is Of fifty a sample size Of forty eight however returned questionnaires were forty five.

Findings

Table 4. 1 Year of service in the organization

Year of service	Frequency	Percent
1-5	10	22
6-10	8	18
11-15	12	27
15 above	15	33
Total	45	100

Source: *primary data*

In the table 4.1 above employees who worked for 1-5 year were 22% , 6-10 years were 18% these were the least, for 11-15 were 27% and for 15 years and above were 33%. The biggest number of the employees used had worked for four years and above. . It therefore concluded that most of the respondents are in the longer experience of working in the organization, and this was due to the fact that the majorities in the department were employees with who had clear information.

Table 4.2 Gender characteristics of the respondents

Gender	Frequency	Percent
Male	25	55
Female	20	45
Total	45	100

Source: primary data

In table 4.2 with the results from the research carried out, the biggest number of respondents was male (55%) and the female who responded were 45%. This indicates that the majority of the respondents were males Compared to their female counterparts. It was concluded that the majority of the respondents were males in the operations department of the Company since males are best to deal with in the department.

Table 4.3 Education level of respondents

Qualification	Frequency	Percent
Degree	32	71
Masters	13	29
Total	45	100

Source: primary data

In table 4.3 above the respondents reached during the research, the ones with a bachelor's degree were 71% and 29% had a master's degree which totaled up to 100%. Therefore it was found out that the majority of the respondents had bachelors degree and the least number of the Post graduate degree holder.

Amount of salary and wages provided

Table 4.4 shows how the salary and wages influences motivation

RESPONSE	FREQUENCY	PERCENT
Agree	45	100
TOTAL	45	100

Source: *primary data*

In table 4.4 above according to the results seen from above, all the respondents agreed to the fact that salary paid to them is one of the major motivating factors that influence their performance.

This is in agreement with the hygiene factor theory which states that pay may have symbolic value by showing employees that they are being recognized for their contributions as well as communicating that they are advancing within the company.

This also is in agreement with Bagraim et al (2007:88), who asserts that equity theory is important because it highlights the fact that people are concerned with not only the absolute amount of the rewards that they receive, but also with the rewards that they receive relative to the rewards that other people receive.

Table 4.5 My salary and wages meet my daily needs

Response	Frequency	Percent
Strongly disagree	8	18
Disagree	10	22
Neutral	5	11
Agree	10	22
Strongly Agree	12	27
Total	45	100

Source: *primary data*

In table 4.5 above 60% of the response show that the amount of salary paid to them meets their needs while 40% of the responses disagree to the statement and say their salary doesn't meet their daily needs. This is in agreement with Antonioni (1999), "the amount of effort people are willing to put in their work depends on the degree to which they feel their motivational needs will be satisfied. On the other hand, individuals become de-motivated if they feel something in the organization prevents them from attaining good outcomes.

Table 4.6 My salary and wages are satisfactory

Response	Frequency	Percent
Strongly disagree	5	11
Disagree	7	6
Neutral	3	7
Agree	10	22
Strongly	20	44
Total	45	100

Source: *primary data*

In table 4.6 above the findings show that 73% agreed that their salary is satisfactory hence motivates them while 27% disagreed that their salary is satisfactory hence doesn't motivate them.

This reflects Maslow's theory, which asserts behavior will be directed towards satisfying these needs, a satisfied need may lose its motivational potential and it is therefore important that managers devise programs aimed at satisfying new and emerging needs that are unmet in order to motivate employees.

Akelorf (1992) A wage is perceived to be fair if the perceive value of the employee's input at least equals the perceived value of reward received for this input relative to work done. If

each employee receives the same regardless of the level of effort provided, an employee contributing greater work effort.

Table 4.7 My salary and wages are proportionate to my deeds

Response	Frequency	Percent
Strongly disagree	10	22
Disagree	5	11
Neutral	3	7
Agree	10	22
Strongly agree	17	38
Total	45	100

Source: *primary data*

In table 4.7 above the employees who agreed to the fact that salary paid to them is directly proportionate to their deeds is was 67% and those who disagree that their salary is not proportionate to their deeds is are 33%

This method of motivation shows that relatively some employees are really influenced by the amount salary they earn. This is evidenced from the way they answered the questionnaires. The researcher also managed to physically ask some of the respondents if they are really motivated by the payment they receive and whether it significantly impacts on their performance in terms of punctuality, team work, efficiency, effectiveness and the extra work performance.

This is in relation with (Kara, 2007) Expectancy refers to a person's belief about the likelihood that his or her efforts will result in the desired outcome. Promotion of individuals who have done their jobs well and who serve as role models to new people in the organization encourages others to follow their example leading to higher performance. Also says promoted employees usually assume greater responsibility and authority in return for

higher pay, benefits ,and privileges, he further goes ahead to say Psychologically, promotions help to satisfy employees’ needs for security, belonging, and personal growth.

Table 4.8 My salary and wages have improved my social life

Response	Frequency	Percent
Strongly disagree	2	5
Disagree	10	22
Neutral	5	11
Agree	10	22
Strongly agree	18	40
Total	45	100

Source: primary data

In the above table 4.7, 73% of the employees agreed to the fact that their salary improves their social life hence a source of motivation to them while 27% of the employees disagree to the statement that their salary improves on their social life. This reflects Maslow’s theory, which asserts behavior will be directed towards satisfying these needs.

Table 4.9 Recognition is a motivator

Response	Frequency	Percent
Strongly disagree	5	11
Disagree	7	6
Neutral	3	7
Agree	10	22
Strongly agree	20	44
Total	45	100

Source: primary data

The table 4.9 above shows that 73% agreed to the fact that recognition at work has great effect on performance of employees. To note is that an employee who is highly recognized finds it upon themselves to meet expectations however 27% disagreed to the fact that recognition at work has a positive effect on their performance.

For example how interesting the work is and how much opportunity it gives for extra responsibility, recognition and promotion hygiene factors are factors which surround the job rather than the job itself (Martin,1984)

Table 4. 10 Recognition in form of tokens motivates me

Response	Frequency	Percent
Strongly disagree	4	9
Disagree	8	18
Agree	14	31
Strongly agree	19	42
Total	45	100

Source: primary data

In table 4.10 above 91% respondents agreed to the fact that recognition in form of tokens motivates them hence has an effect on performance while 9% disagreed to the fact that recognition in form of tokens has no effect on performance at work.

Barclays Africa, as well as reward and encourage service culture and peer-to-peer recognition.

All Barclays Africa colleagues, including temporary and contract employees qualify for nomination. Winners are chosen every month and receive monetary rewards. Therefore hope employees receive token of appreciation (Barclay’s branded cooler bag & lanyard) from the leadership team.

Table 4.11 Recognition in form of contributions to my needs is a motivator

Response	Frequency	Percent
Strongly disagree	3	7
Disagree	5	11
Neutral	2	4
Agree	13	29
Strongly agree	22	49
Total	45	100

Source: *primary data*

In table 4.11 above 82% agree to the fact that the recognition at work inform of contribution given to employees in instances of hardship motivates them hence effects on their performance while 18% disagreed to the fact recognition at work in form of contributions has no impact to employee performance.

According to social exchange theory and the norms of reciprocity, employees will exchange work effort, loyalty and commitment to the organization for tangible rewards from the organization support are, therefore purported to affect their willingness to reciprocate through higher levels of performance. Employees will make judgments about the organization's readiness to recognize and reward extra effort. And its reaction to various work behavior such as working long and hard, challenging the status quo, initiating change, making mistakes and taking risks.

Table 4.12 Recognition at work in form of gratuity payment is a motivator

Response	Frequency	Percent
Strongly disagree	2	4
Disagree	4	9
Neutral	9	20
Agree	14	31
Strongly agree	16	36
Total	45	100

Source :Primary data

In table 4.12 above 87% agreed that the recognition they get in form of gratuity payments also effects on the employees while at work which relates to the performance of the employees. 13% disagreed that t recognition in form of gratuity doesn't effect on employee performance.

Depending on the results as showing from the statistics(percentage) above on recognition as a method motivation, it seems that most the employees agree to the statements from the questionnaire this means that a good number of them have also experienced this kind of motivation. This is so because most of the respondents positively responded to this kind of motivation method and they are as well conversant with characteristics of the method. As the literature review shows (Maria 2014) Recognizing and giving gratuity fees to employees is a good motivating factor.

Table 4.13 Employee Recognition in form of gifts is a motivator

Respond	Frequency	Percent
Strongly disagree	6	13
Disagree	5	11
Neutral	4	9
Agree	12	27
Strongly agree	18	40
Total	45	100

Source: *primary data*

In table 4.13 above 76% agreed to the quotation or recognition of employees in form of provision of gifts is a motivator hence has an effect on employee performance while 24% disagreed to the statement that recognition of employees in form of gifts has positive on performance. This is in agreement with Daniel Pink's (2009) who stated that in order to get as much productivity out of workers as possible, one must reward their employees. Empowerment gives people responsibility and authority to act as if they are in control of their own destinies. It is essential for an organization to recognize the quality and the results of the employee' work, as next time they will be even more efficient to get more recognition. Employee participation and empowerment is about and the strategies of the organization are positively related to employee motivation. Taking into account that high levels of motivation can be achieved through empowerment, this process also leads to organizational growth.

Table 4.14 Employee recognition in form of medical assistance is a motivator

Response	Frequency	Percent
Strongly disagree	8	18
Disagree	3	7
Neutral	4	9
Agree	14	31
Strongly agree	16	35
Total	45	100

Source: primary data

In table 4.14 75% agreed that recognition in form of medical assistance or allowance motivates employees hence effects on performance while 25% disagreed with this that recognition in form of medical assistance has effect on performance.

This is also reflected in many organizations where employees are given medical insurance allowances which is a form of medical assistance hence a source of motivation. Motivation depends on how much an individual wants something relative to other things and the perceived effort reward probability that they will get it. It recognizes that there is no universal principle for explaining every one's motivations and that the expected outcomes are positive, negative or neutral.

Promotions serve two roles in an organization; first, they assign people to the roles where they can best contribute to the organizations performance. Second, promotions serve as incentives and rewards. He further goes ahead to say promotions are used as the primary incentives in most organizations, this is puzzling to us because promotion based incentives have many disadvantages and few advantages relative to bonus-based incentive schemes.

Table 4.15 Bonus is a motivator

Response	Frequency	Percent
Strongly disagree	8	18
Disagree	7	15
Neutral	3	7
Agree	12	27
Strongly agree	15	33
Total	45	
100		

Source: *primary data*

In table 4.15, 67% agreed that the bonus given to the employees at work effects on employee motivation however 33% disagree that bonus given to employees does not have any effect on employee performance. This is also in agreement with the end of year bonus given to employees in Barclays of Uganda for performance purposes every end of year. Giving bonuses is a way of motivating employees and so increasing performance Terence (2001).

This is in agreement with Terence (2001) also a point out giving bonuses is a way of motivating employees and so increasing performance. Seems disagree with other authors because according to him if what a manager is offering as a reward has no value to the individual, it is not likely to influence the behavior and performance of such an employee since it may not be in line with the expectations of a particular employee.

Table 4. 16. End of year bonus is a motivator

Response	Frequency	Percent
Strongly disagree	7	6
Disagree	3	7
Neutral	5	11
Agree	20	44
Strongly agree	10	22
Total	45	100

Source: *primary data*

In table 4.16 above 77% agreed to that the end of year bonus given to employees at work is a form of motivation while 23% disagreed to the statement that end of year bonus has an effect on employee performance.

This is in agreement with shareholders of organization report which asserts bonuses as perks to rewards and retained their employees and enhances their performance as well as Smith et al (2007), who asserts that the manager can assist with satisfying esteem needs by rewarding high achievements with recognition and appreciation and linking pay to performance achievements

Table 4.17 The effect Punctuality effects on performance

Response	Frequency	Percent
Strongly disagree	10	22
Disagree	5	11
Neutral	3	7
Agree	10	22
Strongly agree	17	38
Total	45	100

Source: *primary data*

In table 4.17 above 67% agreed that punctuality is has an effect on employee performance while 33% disagreed to the statement that punctuality has an effect on employee performance.

This is in agreement with Bowels et al. (1984), for example, noted that for each hour worked, skill and experience make employees more productive. Thus, when greater skill and ability are combined with a given level of work effort (work time and work intensity), they enhance productivity

Table 4.18. Arriving early at work has an effect on performance

Response	Frequency	Percent
Strongly disagree	10	22
Disagree	5	11
Neutral	2	5
Agree	10	22
Strongly agree	18	40
Total	45	100

Source: *primary data*

In table 4.19 above 77% agreed to the statement that punctuality enables them to finish in time while 23% disagreed that punctuality is not the factor that enables them to finish in time. However this is contrast with (Yankelovich and Immerwahr, 1983, p.1). Their definition, however, performance (i.e. the gap between the minimum required and the maximum possible level of work effort) rather than the actual discretionary work effort by an employee (i.e. the gap between the minimum required and the actual level of work effort). Also by describing performance in terms of minimum and maximum level of work effort, these authors explicitly identified it as a sub-component of work effort.

Table 4. 19 Team work effects motivation

Response	Frequency	Percent
Strongly disagree	3	7
Disagree	6	13
Neutral	3	6
Agree	19	42
Strongly agree	14	31
Total	45	100

Source: *primary data*

In table 4.20 above 79% agreed to the statement that team work effects on performance while 21% disagreed to the statement that team work has an effect on performance.

Tomer (1981) extended Leibenstein(1977)'s model to include elements of the work environment and opportunities for growth. Frey (1993; 1997) developed a crowing-out theory that focused on identifying conditions under which external intervention by employers (principally intensity of supervision and monetary incentives) would crowd-out intrinsic motivation, thus lower employee work effort. These multi disciplinary economic models of worker motivation thus lower employee work effort.

Table 4.20 colleague assistance improves on performance

Response	Frequency	Percent
Strongly disagree	2	4
Disagree	5	11
Neutral	3	7
Agree	22	49
Strongly agree	13	29
Total	45	100

Source: *primary data*

In table 4.21 above 85% agreed to the statement that colleague assistance improves on performance while 15% disagreed to the statement that colleague assistance improves on performance.

This also is in agreement with Research conducted on IBM Socialization is one of the factors that keep employees feel the spirit of working as a team. When employees work as a team they tend to increase their performance. In order to get as much productivity out of workers as possible, one must reward the behavior one seeks; this is in agreement with Maslow's hierarchy of needs which recognizes fulfillment of social needs as a motivating factor. promotions serve two roles in an organization; first, they assign people to the roles where they can best contribute to the organizations performance. Second, promotions serve as incentives and rewards. He further goes ahead to say promotions are used as the primary incentives in most organizations, this is puzzling to us because promotion based incentives have many disadvantages and few advantages relative to bonus-based incentive schemes. However promotions if not properly carried out can lead to dissatisfaction of the dissatisfied employee, therefore employees often decide to leave an organization rather than accept such a change, and then the organization must bear the cost of replacing those employees (orville,1997).

Table 4.21 Group work improves performance

Response	Frequency	Percent
Strongly disagree	2	4
Disagree	4	9
Neutral	9	20
Agree	16	36
Strongly agree	14	31
Total	45	100

Source: *primary data*

In table 4.13 above 87% agreed to the statement that group work improves performance while 13% disagreed to the statement that group work improves performance. Social needs may be satisfied by having a friendly environment and providing a workplace conducive to collaboration and communication with others.

This is in agreement with Smit et al (2007), who asserts that managers can include employees in groups or teams to satisfy their social needs, and they can create working environments where the higher-order needs of their employees can be satisfied.

Table 4.22 Efficiency of employees’ effects on performance

Response	Frequency	Percent
Strongly disagree	6	13
Disagree	5	11
Neutral	4	9
Agree	12	27
Strongly agree	18	40
Total	45	100

Source: *primary data*

In table 4.23 76% agreed to the statement that efficiency of employees’ effects on employee performance while 24% disagreed to the statement that efficiency of employees’ effects on employee performance.

Robertson,(1921) identified work time and work intensity as important and distinctive elements of labour provided. Jevons (1871) was first to make distinction between the hours employees work and intensity with which employees work during time at work. They differentiated work time from what they termed the efficiency of labour Robertson’s notion of the efficiency of labour encompassed the natural quality and skill of the worker as well as the intensity with which the employee worked.

Table 4.23. I meet my work expectations which have an effect on my performance

Response	Frequency	Percent
Strongly disagree	6	13
Disagree	2	4
Neutral	15	33
Agree	22	49
Total	45	100

Source: *primary data*

In table 4.24 above 82% agreed to the statement that they meet their expectations which have an impact on their performance while 18% disagreed to the statement that meeting their expectations is performance.

This is in agreement with Coetsee (2003), performance can be defined as the realization of goals and meeting expectations the labor economics literature provides established conceptual models that relate to two core facets of discretionary work effort, which is time and intensity. Employee perceptions have a significant effect on work behavior and positive work environment experiences increases the level of performance. Employees can make quick decisions to solve the problems without having to ask the manager what to do. Moreover, increased autonomy increases the productivity and enhances their capabilities and motivation to accept new challenges and solve them. Proper remuneration and empowerment combined are imperative if an organization and highly motivated superior levels of effectiveness and growth can be achieved by the organization.

Table 24 Effectiveness has an effect on my performance

Response	Frequency	Percent
Strongly disagree	8	18
Disagree	3	7
Neutral	4	9
Agree	14	31
Strongly agree	16	35
Total	45	100

Source: *primary data*

In table 4.25 above 75% agreed that effectiveness has an effect on performance while 25% disagreed to the statement that effectiveness has an effect on performance.

This is in contrast with X-efficiency theory, Leibenstein(1977) asserted that due to the incomplete nature of employment contracts and supervisory surveillance, there are no

assurances that employees will work at the maximum level possible. He maintained that firms cannot totally control the level of work effort of employees and that, unless adequately motivated, employees typically deviate substantially from their optimal level of work effort.

Giving bonuses is a way of motivating employees and so increasing performance. Seems disagree with other authors because according to him if what a manager is offering as a reward has no value to the individual, it is not likely to influence the behavior and performance of such an employee since it may not be in line with the expectations of a particular employee Terence (2001).

Table 4.25 I am able to meet my daily duties at work

Response	Frequency	Percent
Strongly disagree	8	18
Disagree	3	7
Neutral	7	16
Agree	15	35
Strongly agree	12	27
Total	45	100

Source: *primary data*

In table 4.26 above 78% of the employees accept that they are able to meet their daily duties which has an effect on their performance while 22% disagreed to the statement that are able to meet their daily duties due to unfavorable circumstances. Leibenstein (1966) he identified areas in which an employee can exercise discretion in their work effort. These included the choice of pace at which work is done, the time duration over which activities are undertaken, choice of activities and the quality of these act.

Table 4. 26 Supervision is needed for performance

Response	Frequency	Percent
Strongly disagree	10	22
Disagree	5	11
Neutral	2	2
Agree	18	40
Strongly agree	10	22
Total	45	100

Source: *primary data*

In table 4.27 above 63% of the employees agreed that supervision is needed for performance while 37% disagreed that to statement that supervision is needed for performance purposes.

This is in agreement with Taylor scientific management was based on the premise that all work consisted largely of simple, uninteresting tasks, and that the only viable method to get people to undertake these tasks was to incentivize them properly and monitor them carefully.

Table 4.28 Extra works is a form of performance

Response	Frequency	Percent
Strongly disagree	10	22
Disagree	5	11
Neutral	2	2
Agree	18	40
Strongly agree	10	22
Total	45	100

Source: *primary data*

In table 4.28 above 64% agreed that extra work performed by employees is significant to performance achievement. However 36% disagreed to the statement that extra work performed by employees is significant to performance.

Employees will make judgments about the organization's readiness to recognize and reward and extra effort, and its reactions to various work behavior such as working long and hard, in an environment where the organization is perceived to value extra effort and good performance Robertson,(1921).

Table 4.29 Working for long hours signifies performance

Response	Frequency	Percent
Strongly disagree	15	33
Disagree	11	24
Neutral	5	11
Agree	9	21
Strongly agree	5	11
Total	45	100

Source: primary data

In table 4.29 above 43% of the employees accepted that working for long hours is a form of performance while 57% disagreed working for long hours is a form of performance.

The conventional neoclassical model of labor supply appears to be essentially a theory of discretionary work time (Akerlof 1982) provides a theory of discretionary work intensity.

Table 4.30. Working on weekends and on public holidays signifies performance

Response	Frequency	Percent
Strongly disagree	16	35
Disagree	14	31
Neutral	3	7
Agree	5	11
Strongly agree	7	16
Total	45	100

Source: primary data

In table 4.30 above 34% of the respondents agreed that working on weekends and on public holidays signify performance while 66% disagreed with the statement that working on weekends and on public holidays signifies performance.

Performance as the latter is also affected by other factors such as employee skills and experience. Slippage between work effort and performance, however, represents a separate management issue. Nonetheless, holding other factors constant, greater discretionary work effort should bring about higher performance (steers et al., 2004)

The table 4.31 below shows the correlation between motivation and employee performance

Correlations		
	1	2
1.PM2	1	.364*
2.MS2	.364*	1.

*. Correlation is significant at the 0.05 level (2-tailed).

Source; Field research (2014)

From the results in table 4.6.1 above, the results revealed that there is statistically significant correlation between motivation and employee performance. ($r = 0.364^*$, $P < 0.05$). This shows that there is a relationship between motivation and performance. An employee's motivation to expend performance is governed by three factors. First is the extent to which the employee believes that greater work effort will result in higher performance, secondly is the extent of the employee's belief that performance of the given behavior will be rewarded and then the attractiveness of a given reward will depend on the employee's needs and values (vroom, 1964).

Conclusion

The above information provides the validity and reliability of the research variables. The information also is of great importance to the general analysis of the topic and the provision of guidance towards employers efforts of making employee performance better through the motivating factors identified in the study.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Summary

In this chapter, the researcher draws conclusions considering both the theoretical and practical findings about the topic researched on. A number of responses agreed to the research questions and proved to a large extent that motivation factors severely impact on the employee performance I regard to discretionary work effort as analyzed in chapter four of the study. Though there was a big percentage of positive response to the relevance of motivation factors, there were also some challenges encountered when some of the responses showed a disagreement but to a small extent. In that regard the researcher is able to draw the following conclusions.

The salary paid to employees is a basic issue in organization. Employees always consider their salary payments as among the fast issues before they go head to look out for other related work issues. This is one variable that is mostly looked at as most important in an organization as well as to the employees, which is of the great impact on employee performance.

Recognition at work is another method of employee motivation. The employees who are recognized for their extra work effort become more efficient and effective at what they do. These recognition methods are also approved by the authors in literature review of chapter two. Never the less, there are some responses that showed a disagreement with the method may be because the respondents were not satisfied with the content of the method at some point in relation to their performance. Results show that this is the second most used method of motivation amongst the others that were researched on by the researcher.

Wages given to employee, the results indicated that indeed the wages provided to employees is of considerable impact on the employee performance.

The bonus given to employees being another motivation method also was a research basis which when response was gathered there was a big number of agreement to this factor as a source of motivation of employees

5.2 Recommendation

As seen from the previous chapters the study focused on the employees motivation methods and how they affect/impact/determine their performance at work which is as well a reflection of the discretionary work effort. It is really necessary to motivate employees in the organization because it is both comforting to the employees in terms of their development in the long run and the productivity or success of the organization as well.

The employees are motivated to do their work if they have the good salary payment skims, recognition, wages and bonus. They as well become committed to their jobs and loyal. The organization should go ahead by finding ways of motivating the employees because it also helps them find reasons to work better than they would if not having any motivating items hence efficiency and effectiveness.

The human resource of the organization and the managers should consider assessing the needs and wants of employees.

5.3 Suggestions of areas for further research

As far as Barclays Bank of Uganda is concerned, the researcher suggests that, further research be done on the performance of employees resulting from the motivation factors. Employers and organizational leaders should keep updated with the latest and most useful motivation methods and techniques, but also be brave enough to experiment with new ways of motivating their workforce. Whilst also remaining cognizant of the tried-and-tested

theories and approaches to ensuring one's employees are continually motivated about their work and their life in general.

Managers should positively reinforce employee behavior that lead to positive outcomes, and managers should, carefully and tactfully, negatively reinforce employee behavior that leads to negative outcomes. Managers and leaders obviously need to learn to be context-specific when communicating and interacting with employees, and remain calm and understanding yet still be firm.

5.4 Conclusion

The primary objective of this thesis was to assess the” role of work motivation on employees performance”. By using different theories of motivation as a foundation or basis, the original need factors, which have over the years been modified by other researchers, were also adapted for use in this thesis. To be able to answer the research question two purposes were developed for this thesis. Firstly using the adapted factors, to determine a collective ranking order of motivational factors and secondly to correlate employee performance to the ways of motivation provided.

Available and numerous studies carried out shows that since the 1950s employee's motivation have been the focal point of much management of organizations. Given the difficult nature of identifying how and what really motivates these employees it is paramount that these organizations find all means and ways possible to understand the motivational factors and to sustain them overtime for their general survival. Such an understanding is the cause of low level of labor turnover, high productivity, and high profitability. In order for them to gain an understanding of what really motivates their employees an employee survey such as this one may be used to gain insight to employees job motivation preferences.

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APPENDICES

Appendix 1

To respondents

I am Nakyeeyune Claire a student from Uganda Martyrs University (Nkozi) conducting a study on the motivation factors that effect on employee performance of employees in Barclays Bank Uganda. I will be grateful if you answered this questionnaire.

I assure you that your identity will be kept confidential.

Name (optional):.....

Job category

1. Manager 2. Banking officer 3. Loan officer 4. Teller

Gender

1. Male

2. Female

Year of services:

1. 1-5 2. 6-10 3. 11-15 4. 15 above

Qualification: 1. Post Graduate 2. Degree 3. Others

Please tick the appropriate box to indicate the extent of your level of acceptance with the following statements.

Strongly agree	Agree	Not sure	Disagree	Strongly disagree	
5	4	3	2	1	
RATING					
	5	4	3	2	1
SALARY AND WAGES					
Salary and wages influence motivation.					
My salary and wages meet my daily needs.					
My salary and wages are satisfactory.					
My salary and wages are proportionate to my deeds.					
My salary and wages have improved my social life.					
RECOGNITION.					
Recognition is a motivator.					
Recognition in form of tokens motivates me.					
Recognition in form of contributions to my needs is a motivator.					
Recognition at work in form of gratuity payment is a motivator.					
Employee recognition in form of gifts is a motivator.					
Employee recognition in form of medical assistance is a motivator.					
BONUS PAYMENT					
Bonus is a motivator					
End of year bonus is a motivator					
DEPENDENT VARIABLE					
Punctuality influences performance.					
Arriving early at work has an effect on my performance.					
Punctuality enables finishing work in time.					
Team work effects on performance.					
Colleague assistance improves on performance.					
Group work improves performance.					
Efficiency of employees effects on performance.					
I meet my work expectations which have an effect on my performance.					
Effectiveness has an effect on my performance.					
I am able to meet my daily duties at work.					
Supervision is needed for performance.					
Extra work is a form of performance.					
Working for long hours signifies performance.					
Working on weekends and public holidays signifies performance.					

THANK YOU