


THE EFFECT OF MOTIVATION ON ORGANISATIONAL PERFORMANCE
A CASE STUDY OF UGANDA RED CROSS SOCIETY (HEAD QUARTERS)

BY

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The logo of Uganda Martyrs University is a shield-shaped emblem. At the top, it features the Latin motto "VIRTUTE ET SAPIENTIA". The central part of the shield is divided into four quadrants: the top-left contains a red flame, the top-right contains an open book, and the bottom contains a chalice. Below the shield, a banner displays the university's name in both English and Luganda: "UGANDA MARTYRS UNIVERSITY" and "KULUBA MUKUNDU".

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DEDICATION

This research is dedicated to God, my beloved Mum, then the three pillars:- my brother Kiwanuka Charles my Sister Namusoke Carol and my Dad and the entire family for their uncomparable assistance that rekindled my dream to come to realization. I greatly appreciate all the love and support you rendered me, May the Lord God bless you profusely.

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May the good Lord reward you abundantly?

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URCS: Uganda Red Cross Society

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ABSTRACT

The study was set out to investigate the relationship between motivation and the level of employee performance. The study had three objectives: To identify the impact of motivation on the performance of URCS, to determine the factors that increase motivation of employees at URCS, To examine the relationship of employee motivation and URCS' effectiveness.

The study used a case study strategy which is URCS and an explanatory research design. To achieve the set objectives, the study used stratified random sampling in sample selection by grouping the employees according to management levels. There after simple random sampling was applied to select respondents. A sample of 30 respondents was selected which comprised employees of URCS.

The study revealed that URCS carries out motivation of its employees in many ways including; provision of fringe benefits, paying bonuses to good workers, giving a sense of responsibility, promotion of consistently good workers and treating the workers equally. However, the study also revealed that the society does not use motivation tools including; remuneration, fair pay, and involvement of employees in decision making. The study further revealed that motivation is the major factor that affects employee performance. The study showed a direct strong and positive relationship between employee motivation and the performance of URCS staff which is evidenced by the 77% of the total respondents who agreed that there is a strong relationship between motivation and URCS' employees' performance.

Conclusively, the researcher found out that motivation has a positive influence on employee productivity and that if the management of URCS strengthens their motivation practices, employees would perform more excellently hence attaining organizational goals.

The researcher recommends that the society should always carry out thorough study on the various motivational practices that can motivate the specific employees such that they can apply the right tools appealing to the employees since the society's biggest challenge had been using particular motivational tools which would act as dissatisfies to some employees.

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This research focused on motivation in relation to the performance of an organization and the study was based on sampled employees of URCS headquarters. The research report is organized in five chapters, where chapter one comprises of the general introduction, Background of the study, statement of the problem of the study, objectives of the study, research questions, scope and significance of the study. Chapter two is the review of related literature on the research topic, chapter three comprises of the methods of data collection, presentation and analysis, Chapter four comprise of the presentation of the analysis and discussion of findings and finally chapter five showing the summary, conclusions and recommendations.

1.2 Background to the study

Motivation refers to as a complexity of forces inspiring a person at work to intensify his desire and willingness to use his/ her potentialities to perform in order to achieve organizational objectives.

Every organization and business wants to be successful and has a desire to get constant progress. The current era is highly competitive and organizations regardless of size, technology and market focus are facing employee retention challenges. To overcome these restraints a strong and positive relationship and bonding should be created and maintained between employees and their organizations. Human resource or employees of any organization are the most central part so they need to be influenced and persuaded towards tasks fulfilment. For achieving prosperity, organizations design different strategies to compete with the competitors and for increasing the performance of the organizations. Some organizations believe that the human personnel and employees of any organization are its main assets which can lead them to success or if not focused well, to decline. Unless and until, the employees of any organization are satisfied with it, are motivated for the tasks fulfilment and goals achievements and encouraged, none of the organization can progress or achieve success.

Traditionally, motivation has been defined by the two dimensions that comprise it namely, energy and direction. The energy dimension of motivation is the driving force behind someone's effort and persistence during engagement in a particular activity. Direction of motivation determines the area or field of interest in which that effort is projected. Both are necessary elements of a complete motivational act. Energy without direction has no purpose, and direction without energy results in a state of motivation.

It's important to note that after recruitment, most employees subsequently expect or demand for other benefits as compensation for their time and effort towards achievement of organizational goals apart from the standard wage or salary (Miles, 2004). If the above benefits are not offered, it usually leads to various forms of dissatisfaction which may include; high absenteeism, constant grievances, high labor turnovers, strikes and as a result low performance of their due duties. (Abuja 1998)

In general, motivation is the driving force that keeps individuals at work and achieves their goals in life. Motivation is just simply the reason for an action, which gives purpose and direction to the individuals or employee's behavior. It is a strong desire that comes from within a person. It is a mainstream of why people keep going on what they believe is right and beneficial to them and to the other people concerned.

URCS is the biggest indigenous humanitarian organization in Uganda. Since its inception in 1939 as a small women's emergency organization, URCS has developed over the years into a formidable well-respected humanitarian agency. In 1941, it became a branch of the British Red Cross. The URCS was recognized by an "Act of parliament in 1964" and admitted as a member of International Federation of Red Cross and Red Crescent in 1965. The national society has over 200,000 registered members with one and half million beneficiaries of its interventions and it works through 51 branch offices covering a whole of Uganda. In URCS, motivation is done through providing employee allowances, training opportunities, promotion, Award of excellent performers, annual get together parties, among others, but still there is a lot of continued remarks and facts about the inefficiency and performance of the URCS.

1.3 Problem Statement

In his book “*Working today: Understanding what drives employee engagement*”, Towers, P. (2003) emphasizes that employee motivation is perhaps the biggest driver of organizational performance. He adds that an organization which is able to motivate its employees and maintain them is able to leverage their zeal and drive in order to ensure staff performance.” Normally, employees receive allowances and training opportunities among others in organizations where they work but still there is always continued remarks and facts about the inefficiency and performance of the employees in the respective organizations. Therefore this study would like to establish the contributory issues leading to these challenges and the extent to which these challenges have affected the performance of organisations, using Uganda Red Cross Society headquarters as a case study.

1.4.0 Objectives

The study was guided by the following objectives

1.4.1 General objective

To identify the effect of motivation on organisational performance.

1.4.2 Specific objectives

To determine the factors that increase motivation of employees.

To examine the relationship of employee motivation and organizational effectiveness.

To determine other associated challenges of organisational performance.

1.5 Research questions

- What is the impact of motivation on the performance of the organization?
- What are the factors that increase motivation of employees?
- What is the relationship between employee motivation and organizational effectiveness?
- Are there other associated challenges of organisational performance?

1.6 Scope of the study

The study focused on motivation and performance was conducted within the head office of URCS having motivation as the independent variable and organizational performance as the dependent variable. URCS is the biggest indigenous humanitarian organization in Uganda with its head office located in Rubaga Division along Rubaga road after the Kabaka's round about from Kampala city, it is called URCS Headquarters. The study interviewed respondents from URCS Headquarters to provide insight into the performance of their obligations. The researcher considered this scope as adequate based on factors of magnitude of operation within the area of location, ease with which to access relevant data and cost implications

1.7 Significance of the study

The researcher provided reasonable answers to the question posed in section 1.4 of this proposal.

The question of a link between employee motivation and productivity will be reasonably addressed within the limitation of this research.

The study will determine various ways to motivate employees in order to improve organization performances.

The study will provide deeper insight into the subject matter of organizational effectiveness and employee motivation in theory and within practical realities of the URCS in terms of management. Findings are anticipated by the Researcher to add more knowledge on the existing body of knowledge in the area of employee motivation in Uganda. The study is anticipated to stimulate further research in the area especially since the URCS is biggest indigenous humanitarian organization in Uganda.

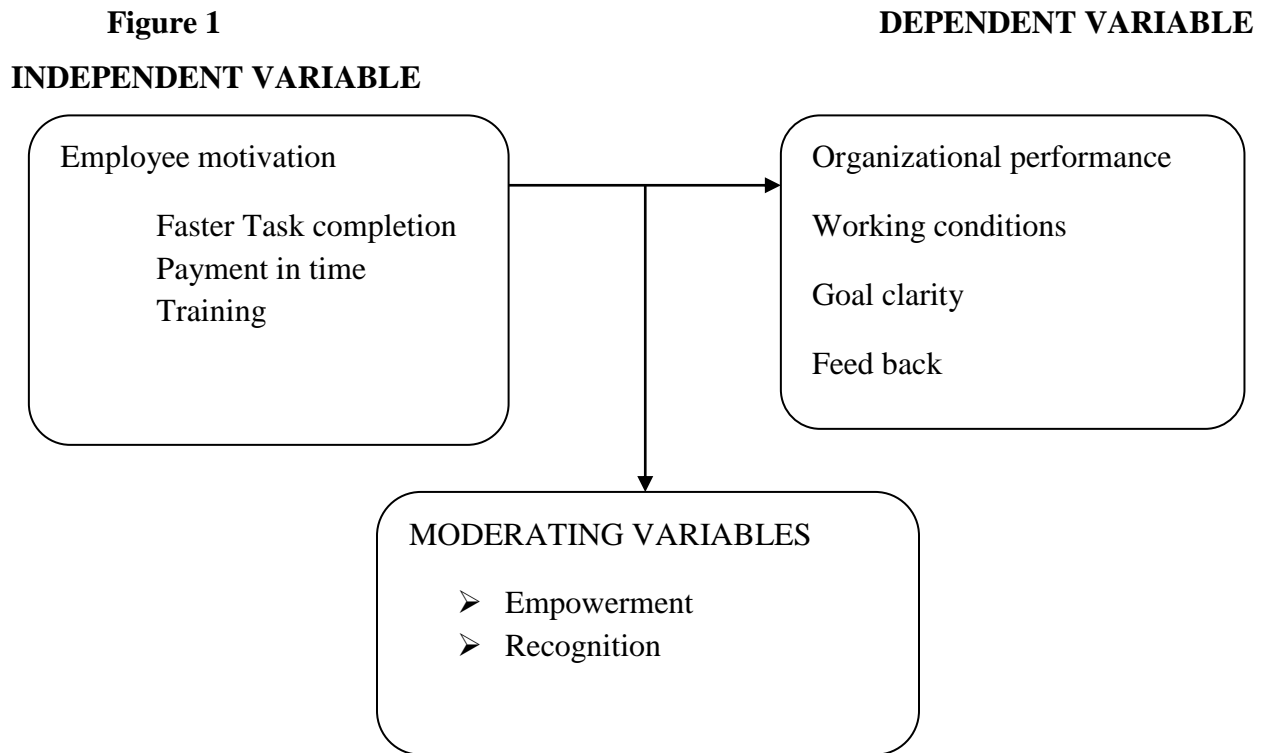
On the utilitarian motive, it will contribute to the wave of performance improvement initiatives by drawing attention to managers on the implementation process. Hence the study draws practical experience in the improvement organisational performance with motivated employees, providing challenges to improved performance sustainability in URCS.

The research is also a partial requirement for the award of a Degree in Business Administration of Uganda Martyrs University, and therefore will help the Researcher in acquiring her academic qualification.

The research will also help the management of URCS to discover the effect of motivation on organizational performance

1.8 Conceptual framework

Sekaran (2003) defines the conceptual framework as a diagrammatic structure of the body containing various variables and indicating by way of arrows the flow and direction of the existing relationship between them. This structure is perceived a necessary tool in the proposed study effort as it is designed to direct flow of the study in support to its methodology and clearly sets out variable-variable relationship.



Source; Mugenda (1999) defines an independent variable as a variable that is manipulated in order to determine its effect on dependent variable. This study has identified employee

motivation as a variable that may either promote or affect organisational performance in form of community satisfaction and effective disaster management.

As defined by (Sekaran 2003) a dependent variable is the variable of primary interest to the researcher - a presumed effect variable. Community satisfaction and effective disaster management are the major concern of the researcher. These variables depend on the input of the independent variables.

Moderating variables are variables which positively improve the independent - dependent variable relationship (Enon 2003). Recognition and empowerment improve human resource capacity in order to promote Community satisfaction and effective disaster management.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

In this chapter, the researcher reviewed related literature that was previously written by other scholars about motivation and organizational performance. Literature from previous studies on the research topic was looked at in relation to: The role of training on performance of the organization, the relationship between payment in time and organizational performance. Relationship between faster task completion and Organizational Performance

2.1 Motivation

According to Michael Armstrong, Armstrong's Hand book of Human Resource Management practice 2009, Motivation is concerned with the strength and direction of behaviour and the factors that influence people to behave in certain ways. The term motivation can refer variously to the goals individuals have, the ways in which individuals choose their goals and the ways in which others try to change their behaviour.

2.1.2 Employee Motivation

According to Steers (1999), employee motivation is the process of enabling or authorizing an individual to think, behave take action, control work and decision making in an autonomous way.

2.1.3 Performance

This is defined as the action or behaviour relevant to the organization's goals. It is therefore the total population of behaviours and activities that are judged to be important in accomplishing organisation goals. Performance however can be regarded as simplifying the record of outcomes of work achieved. It is also defined in the **oxford English dictionary** as: 'the accomplishment, execution carrying out and working of everything ordered or undertaken.

2.2.0 Understanding employees motivation

2.2.1 The theories of motivation

Many theories have been written on motivation in an attempt to answer the question as to what motivates the employees to maximize his/her output. These theories include: Traditional model, the Human Relations and other contemporary theories.

2.2.1.1 Traditional Model Theory

Traditional model advanced by proponents like Fredrick Wilson Taylor, the father of scientific management, emphasizes money or pay as the major motivator towards employee high performance and productivity. The human relations schools on the other hand identified non-physical factors as the major determinant of employee Performance.

2.2.1.2 The Human Relations Theory

It urges that managers allow employees share responsibility for achieving organizational and individual goals with each person contributing on the basis of his/her interests and abilities. In the famous Hawthorne studies by Elton Mayo and his associates at the western Electrical Company. Psychological and social factors were identified as being more influential in determining individual behaviour and Motivation than physical factors

2.3 The role of training on organizational performance

Questioning why organizations need motivated employees, the answer is survival. Motivated employees are vital in sustaining and ensuring organizational survival. Motivated employees are more productive and therefore higher job Performance. To be effective, it is necessary to understand what motivates employees within the context of roles they perform. Therefore, they are a problem solvers and decision- makers (Peters & Waterman, 1988.Vroom& Jogo, 1992).Without Motivation, organizational goals may not be achieved because even if the organization used traditional methods of carrot and stick to enforce attainment of organizational goals, the employees may choose to sabotage the organization when they are not closely watched or go on strike even quit the organizations (vroom, 1964). Effective motivation therefore goes with willingness and ability to achieve the goal (stoner& Freeman, 1989)

Motivation is an important aspect of managers and yet one of the most difficult for them to completely handle. It is concerned with the behaviour of employees in term of why they choose to do one thing rather than the other and also in terms of effort and intensity of action that they put into their activities. Motivation is the process that induces the individual to perform or to behave in a particular manner. (Birungi Mobel (2003))

Training opportunities

Hammer (2000) asserts that an individual will be motivated to do something if they have the mental ability and skills to accomplish it. He writes that when employees are trained, they get the knowledge of hoe to deconstruct tasks and challenges and thereby feel less intimidated by their jobs/tasks.

Herzberg (1998) agrees to Hammers assertion. He adds that training makes the employee earn confidence to do a job thereby improving their attitude hence motivation.

Job rotation

Fowler (2001) revealed that when an employee does one kind of job week-in week-out, they will always get de-motivated to carry on with their work more especially when the work is not very challenging. She suggested that employees need to be rotated around the organization to meet new challenging tasks in order to keep their minds busy and feel like they are doing something for the organization. However, Clifton (2002) disagrees with these revelations. He asserts that job rotation does not actually lead to motivation of the employee; it just helps the employees not to get bored with their work. In other words it helps the employers to maintain a certain level of motivation in employees.

2.4.10 Communication style

Managers need to be clear when talking to their employees and let them know that their opinion or views are important in building a viable company. Strong communications skills are necessary when assigning tasks to the employees so that the tasks are clearly defined and understood. Marie (2000) asserts that the managers ought to communicate to their subordinates in such a way that the subordinates feel like they are not forced to do a particular task. Jean (2002) agrees and

asserts that managers should develop an inclusive approach to decision making if at all they are to increase their employee motivation levels.

2.3.1 Use employee's competence.

This is one of the most powerful employee motivation factors. Few things are more motivating to people than when they can use their competence, although most of them don't get to use their competences to the fullest. They usually have a number of competences that they don't think the company wants or needs. Therefore the manager should ask and find out what competences the employees have at hand and see how they can utilize them in the best way.

2.3.2 Ask questions and listens.

Many people (employees) like to talk about their selves more than about others. So if a manager listen to his employees and let them talk about their selves or their job, it will be much easier for the manager to get these employees to listen to him.

2.3.3 Invite employees to discussions about WHY and HOW.

Always decisions in organizations and people themselves are not made in consensus, even if some managers would like to have their employees think that case because sometimes even management teams do not make decisions. So, it always has to be one person deciding. The point here is that: employees always work in a situation where somebody else is making decisions that affect them. So, even if they cannot make the decision they can be a part of the process of finding the right how-to's. And this can be very motivating. People like to be involved and the Why and How are good questions for involvement.

2.3.4 Let attendees prioritize problems and solutions.

A very effective way of firing up a group of people in a meeting is to first let them brainstorm about top problems that need to be solved in the group or company. Then let them prioritize the list by voting. It works like this: Everybody get to use 3 to 5 points that they can use to vote on the most important problems. They can choose to put all points on one problem or distribute

them on several. After everybody in the room has voted and get a prioritized list of problems, Then you do the process over again, but this time does it on solutions. You will end up with a list of important problems and solutions. And the best thing is that everyone has participated in the meeting creating them.

2.3.5 Post-it notes.

The organization will give everybody that participates in the brainstorm a pad of post-its. Then give them a topic or question to brainstorm, either individually or in pairs. Tell them to write down everything that comes to mind on one post-it note. There must not be more than one thing on every paper. After 5-10 minutes, when the ideas are draining, you ask them to put their notes on a whiteboard or on a wall. You could ask them to do it one by one as they explain their notes. Next step is to ask them to sort the notes in groups. Remove doubled and add new things that come up in the process. Then you have a good base to do the prioritization exercise.

2.3.6 Flip pad.

If you have a meeting or conference with a number of attendees, use a flip chart for writing ideas or models. It is good to use when you make references to previous discussions or just as a reminder for people. Post the papers on the wall for everybody to see.

2.3.7 Rotate the groups.

If people are allowed to choose their own seats in a meeting room they tend to sit next to people they know. This can be good, but it can also be restraining to the result of the work, therefore a good tip could be to have them change seats after every break. This way they will meet more new people and exchange ideas in small group discussions with more people.

2.3.8 The bar stool.

This is a fun method for presenting results from group discussions or group work when you have a work meeting. Usually when groups present their findings after having a group discussion most groups say the same things, and the groups that get to present their findings last often have very little to add to what has been said before. This method is something different. And this is how it works. Every group gets to select a person to represent the group. This persons get to sit in a bar stool formation in the middle of the room. What you do is that you put as many bar stools as there are groups in a circle in the centre of the room. One group representative is sitting on each bar stool. Your instructions are simple: A. You are all sitting in a bar discussing your findings from the group discussions. B. Nobody in the room outside the circle are allowed to participate in the bar talk. C. You will end the bar talks when you think everything important have been said (approx. 10 minutes). If possible use microphones. Some people tend to talk very quietly. The good thing with this method is that it is fun, you will get the presentation done much faster than in traditional presentations, and you will notice that in the bar discussion people will only add things to each other, rather than repeating the same thing that the next guy said.

2.3.9 Exhibition.

This is another very good method for group work presentations. What you do is that you have each group answer a couple of questions on a flip pad. You should use different questions for each group or have two groups solve the same question. When that is done you ask them to rotate individually in the room to read results that the other groups have found. They can add stuff to others flip pads, giving it more ideas. Watch the discussions that take place in the room.

2.3.10 Rotate chairman.

Many meetings are very predictable, everybody sits in the seats they always have and there is always the same people talking and the same people not talking. So, here is a very simple thing you can do to get people more involved and motivated at the meetings. Every week there will be a new chairman for the meeting. Make it a rotating schedule. What his gives you are a couple of things: A. Everybody in the group is more prepared for the meeting. B. You will be able to take

part in the meetings in a different way. You will still be the manager and are expected to have answers and make decisions etc, but there will be somebody else in charge of the meeting. C. People will grow.

2.3.11 Stand up meetings.

One of the employee motivation factors that helps vitalize your meetings is to do stand up meetings. This is a way of having short meeting to discuss one or two items. And because the meeting is not sitting down meetings you can have them basically anywhere; the cafeteria, the hallway, the lobby etc. The meetings can be scheduled or just spontaneous once. It is fun and it is short. There will not be long meetings. If the discussions take a direction that demands more in depth discussions you can turn the meeting into a sit down meeting or reschedule.

2.3.12 Surveys before and after.

Ask people of their expectations before the meeting and then follow up after the meeting is a very powerful method of actually setting people's expectations. And by measuring after the meeting you will A. show people that you listen to their views on the meeting and B. you will learn from it.

2.4 The relationship between payment in time and organizational performance

Many different scholars have agreed and disagreed on the ways employees should be motivated. Some of them assert that in order to motivate an individual, a financial benefit has to be foregone by the motivator whereas others believe that money is not a true motivator hence both financial and nonfinancial incentives are considered in the discussion below;

According to Cole (1998), financial incentives are rewards that employees get in consideration of their contribution towards the organization which are payments for labor as a factor of production.

2.4.1 Wages and Salaries

Lindner (1995) notes that, though monetary methods of motivation have little value, many firms still use money as a major incentive. She adds that wages are normally paid per hour worked and workers receive money at the end of the week and overtime paid for any additional hours worked whereas salaries are based on a year's work and are paid at the end of each month.

2.4.2 Piece rate

According to Lun Chien-Chung (2003) piece rate is the paying of a worker per item produced in a certain period of time. He asserts that this increases speed of work and therefore productivity. This is in agreement with the earlier revelations made by Taylor (1993) who notes that though the employees will care less about the quality of their work, their speed improves with the piece rate practice of motivation.

2.4.3 Fringe benefits

According to Doellgast (2006) fringe benefits are often known as "perks" and are items an employee receives in addition to their normal wage and/or salary. These include company cars, health insurance, free meals, and education among others. He asserts that these encourage loyalty to the company such employees may stay longer with the company.

2.4.4 Performance related pay

This is paid to those employees who meet certain targets. The targets are often evaluated and reviewed in regular appraisals with managers. According to Higgins (1994) this system is increasingly being used by organizations worldwide because it reduces the amount of time spent on industrial relations and he therefore recommends its use. However, Doellgast (2006) discourages the use of this practice of motivation. He asserts that it can be very difficult to measure employee performance more especially those in the service industry and that the practice does not promote teamwork.

2.4.5 Bonuses

Marler (2000) indicated that when your employees function as a team, you ought to think like a coach; reward the whole group for a job well done. He says this will boost morale both personally and collectively. He adds that employee incentive programs such as small bonuses serve to better the morale of an individual employee and that of a group as a whole by making them more satisfied.

This is in agreement with Likert's (2004) study which concluded that since everybody wants to feel appreciated and special for the work done, they can therefore be motivated by appreciating them and making them feel special. He adds that the more satisfied the employee is, the better he/she will perform.

Non-financial incentives, Mwanje (2000) believes that they are the most important motivators of human behavior in terms of the needs of human beings. He refers non-financial incentives to non-monetary ways of rewarding employees. They are opportunities that help employees in the accomplishments of the set goals. They include;

2.4.7 Appreciation of employees

At times, managers unknowingly sabotage employee motivation by failing to recognize the positive behaviors and achievements of their employees. As a result employees don't know whether or not they are doing a good job. There managers should always appreciate their employees and must be specific, this makes employees to realize their actions are truly being watched and resulting into a high level of employee motivation hence improving on employee performance.

2.4.8 Inspiration

This comes from leadership. It is a form of motivation which includes the company's mission, purpose and goals. People want to be part of an organization that is going somewhere, that stands for something, and that provides a meaningful service to the market place. Inspiring employees can also be another way of motivating them to build their performance.

2.5 The relationship between faster task completion and organizational performance

The researcher is in agreement with what different scholars have written due to the following factors that enhance employee motivation leading to how the organisation will perform. Employee motivation towards organizational tasks has also direct and positive relationship between them as shown by the studies conducted. The motivated employees' works best in the interest of the organizations which leads them towards growth, prosperity and productivity. Thus the employee motivation and organizational performance are directly related.

2.7 Relationship between Motivation and Organizational Performance

A number of studies have examined the relationship between motivation and performance, There is a competitive environment among the various businesses and organizations therefore all employers try to manage their cost in order to retain their key employees through motivating them. The relationship between motivation and organization performance is that organizational employees motivated perform well while those who are less motivated tend to perform poorly. Therefore, motivation is directly related to performance of an organization.

Koestner (1999) wrote that if motivation is crucial for initiating behavior, then performance exists at the opposite end of the spectrum and is defined as the outcome of a motivated act.

According to Dems, K. (2010).The value of human resource productivity is a managerial concern. Employee motivation is the classic response on this matter. This has been utilized for ages by many different entities, small- and large-scale businesses alike. It fosters mutual growth in an employer-employee relationship. Indeed, motivation increases productivity.

Amodt (1999) and Graen (1999) also found that intrinsic motivation in employees was related to higher levels of creative performance, as rated by work supervisors. However, Fang (1997) reported that, although intrinsic motivation was related to innovative performance, it was not related to other work outcomes.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

The researcher adopted a number of objectives to address the research questions for this study. A concise methodological setup is developed and consideration is accorded to the research design, study population, sampling procedures, data collection and the management

3.1 Research Design

There are three approaches to research as described by Mugenda (2002); exploratory, descriptive and causal. Exploratory design attempts to identify the real nature of research problems whereas Descriptive research stems from extensive prior knowledge of the research variables and Causal research attempts to identify factors, which underlie certain behaviours. Mugenda (2002) however caution that cause and effect relationships are quite difficult to evaluate in a realistic and objective way because there is scope to jump to wrong conclusions.

In view of the above the study adopted an exploratory survey design and approaches were employed.

3.2 Area of the study

URCS being the biggest indigenous humanitarian organization in Uganda with its head office located in Rubaga Division along Rubaga road after the Kabaka's round about from Kampala city, which is also called URCS Headquarters. The study will help to interview respondents from URCS Headquarters to provide insight into the performance of their obligations and also make observation on the different branches around such as Kampala west branch of the Red Cross.

3.3 Study Population

The study interviewed respondents from URCS to provide insight into organisational performance. The researcher considered this scope as adequate based on factors of magnitude of operation within the area of location, ease with which to access relevant data and cost

implications. The selection was put into consideration the different levels of employees in the whole organisational structure.

3.4 Sampling Techniques

Sampling requires that there is a representative sample with everyone having none zero probability of being included in the sample to avoid any bias. A sample is part of a population, and ideally a researcher should use the whole population to collect data but resources may not be enough (Biramahire, 2003). Mugenda & Mugenda (1999) also argue that where time and resources allow, a study should take as big a sample as possible.

Considering the kind of research being carried out, sources of respondents are known but anybody from those sources can be interviewed to obtain the required data. As such, a sample of 30 respondents was interviewed using stratified random sampling. The sample size got based on Roscoe's (1973) rule of the thumb for estimating the sample size in (Sekaran 2000). Roscoe contends that a sample size larger than 30 and less than 500 is appropriate for most studies.

3.5 Sources of data

The research used both the primary and secondary data, as described below.

3.5.1 Primary data

This refers to the data that the researcher collected from the field. It was collected using qualitative method. The researcher used tools like interviews, questionnaires and direct observation.

The employees of URCS formed the primary source of data for the study. The researcher provided questionnaire forms for the respondents to fill in their opinions as far as motivation is concerned at their workplace.

3.5.2 Secondary data

This refers to the data that the researcher obtained from the already existing literature published by different scholars. The researcher got this data from sources like textbooks and other research

work for background and guide on related matters from the university library, Human resource departmental records, as well as surfing of relevant websites and emerald text documents

3.6.0 Data Collection Tools

3.6.1 Interview Guide

The researcher used interviewer guided questionnaires to collect the primary data. In addition, answers to some of the issues were obtained through lengthy explanations thus requiring use of interviews. The interview guides used were both open-ended and close-ended questions designed to elicit information from respondents. In open-ended questionnaires, the researcher allowed respondents to decide the detail and length of their answers and also to elicit a wide variety of responses and to obtain elaborated and evaluated arguments. This was particularly relevant to this research because of the need to ask questions on issues that have previously not been given consideration.

The interview guide was administered to those respondents who are literate especially the policy makers and the head of departments. The questions on the questionnaire were similar to those used in the interviews to enable comparison of the responses of the different respondents.

3.6.2 Questionnaires

Questionnaire was used to complement in-depth interviews so as to obtain information that is likely to be clearly unbiased by the researcher. The choice of the questionnaire as a research instrument was prompted by the fact that it is a quick method of collecting data (Ahuja, 2001). The questionnaire was therefore administered to those respondents within the organisation. The questions on the questionnaire were similar to those that were used in the interviews to enable comparison of the responses of the different respondents.

3.6.3 Observation

This is a method of data collection in which the information is sought by the way of investigation owned direct observation without asking from the respondent.

3.7 Data management and analysis

Interview guides were thoroughly checked after completion and the data was well cleaned. The text was fully sub-sectioned into themes in accordance with the objectives of the study. The text was typed in Microsoft Office Word 2007 and thereafter incorporated into the report as summaries, quotations for elucidation and percentages for comparisons and reflections of distribution.

The data collected using the questionnaire was also cleaned and entered in an organized software template of Epi DATA for capturing and cleaning. The organised data was then transferred to Statistical Package for Social Scientists (SPSS) for analysis. Frequency runs and cross - tabulations were carried out and findings transferred to Microsoft Excel 2007 for construction of tables and figures which portray final findings.

3.8 Limitations to the study and their solutions

In the course of carrying out this research, the researcher faced some problems however she managed to overcome them in the following ways;

The researcher faced biased opinions from interview employees; however she managed to overcome this through well explaining to the interviewees the reasons of carrying out that research so that they can cooperate with her.

The researcher experienced a problem of limited finances with respect to this study. Costs regarding this limitation included transport, printing and photocopying of relevant materials. However, the researcher had to borrow some money from relatives, friends and used it sparingly so as to overcome the cost constraint.

The researcher experienced time constraint in data collection, analyzing of data and in final presentation of the report. However, the researcher overcame this problem by ensuring that the time element was put into consideration and that all appointments agreed upon with respondents were fully meet.

Difficulty in checking the accuracy of responses, the researcher managed to overcome this problem by applying various tools of collecting data.

Researchers own bias and limited knowledge, however the managed to overcome this by acquiring enough information and knowledge about research before conducting it.

The researcher also experienced a problem of non response from respondents who were given the questionnaires to fill. However, the researcher assured the respondents that any information given was to be treated with maximum confidentiality.

CHAPTER FOUR
ANALYSIS, PRESENTATION AND DISCUSSION

4.1 Introduction

This chapter presents the findings of the study. The chapter highlights the back ground information of the respondents of URCS, headquarters Rubaga. Discussion and analysis of the different responses to some key questions is also done in this chapter following the research objectives given below;

- i. To identify the impact of employee motivation on the performance of URCS.
- ii. To determine the factors that increase motivation of employees.
- iii. To examine the relationship of employee motivation and organizational effectiveness.

4.2 Back ground information of respondents.

This section shows the gender of the respondents, marital status, age bracket, highest level of education attained and the duration spent in service at URCS.

4.2.1 Gender of respondents

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

Table 1: Gender of respondents

	Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	17	57	57	57
	Female	13	43	43	100
	Total	30	100	100	

Source: Primary data

From table 1, it can be noted that the URCS employs both the male and female employees though the majority are male being represented by 57% while female are represented by 43%. This implies that URCS employees both the male and the female although there is a difference of 13%. It is an indication that URCS is not biased in employing its employees.

4.2.2 Age bracket of respondents.

Respondents were asked to show their age bracket and the following data was obtained.

Table 2: Age bracket

Age Bracket	Frequency	Percent	Valid Percent	Cumulative Percent
20-30	12	40	40	40
31-40	10	33	33	73
41+	8	27	27	100
Total	30	100	10	

Source: Primary data

From table 3 above, it is seen that 40 percent of the respondents who work with URCS are with in the age group of 20-30 years followed by those in the age group of 31-40 years at 33 percent and those in the age group of 41+ years are 27 percent. This means that the society is more interested in people with in the age group of 20-30 because these are still energetic and yearning to achieve a lot ahead. Management should recruit fresh graduates from colleges and universities since that is the target age group of URCS.

4.2.3 Highest level of education attained by the employees.

Respondents were also asked to identify their educational levels

Table 3: Highest level of education attained

Education Level	Frequency	Percent	Valid Percent	Cumulative Percent
Valid UCE	0	0	0	0
UACE	4	13	13	13
Tertiary	8	27	27	40
University	18	60	60	100
Total	30	100	100	

Source: Primary data

Table 4 shows that 60 percent of the respondents who work with URCS are university graduates, followed by those from the tertiary institutions at 27 percent. This means that URCS considers education and experience highly when selecting its employees to ensure quality work. Therefore, management should constantly revise its practices in order to maintain the present standard.

4.2.4 Duration in service

Respondents were asked the period they had worked in URCS and the following was obtained.

Table 4: Length at work

Duration in service	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1 year back	4	13	13	13
2 years back	7	23	23	36
3 years back	8	27	27	63
Above 3 years back	11	37	37	100
Total	30	100	100	

Source: Primary data

From table 5 above, 23percent of the respondents joined the society in the last 2 years and 13 percent 1year back. The table also shows that 27 percent joined the society 3 years back and 37 percent have been working for the society for more than 3 years now. Using the above results it means that URCS is more serviced by employees who joined in the past three years and above

4.3MOTIVATION TOOLS UNDERTAKEN BY UGANDA RED CROSS SOCIETY

4.3.1Wages and salaries

Respondents were asked whether the wages and salaries paid to employees motivate them. Below were the responses;

Table 5, wages and salaries

Wages and salaries		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	4	13	13	13
	Agree	6	20	20	33
	Not sure	4	13	13	46
	Disagree	11	37	37	83
	Strongly disagree	5	17	17	100
	Total	30	100	100	

Source: Primary data

From table 6.33 percent of the respondents in total agree that the current salary motivate them. 13 percent are not sure and 54 percent disagree with the statement. It is clear that the majority disagree with the statement which implies that the salaries given to staff members have an impact on the levels of performance though URCS does not consider salaries and wages as its motivation tool. Management should consider wages and salaries as a motivation tool for better results. Payment should be done in time and worth the employees' effort.

4.3.2 Piece rate system

Employees of URCS were asked whether the society pays its workers according to work done and below were the responses.

Table 6: Work load & payment

Work load & Payment	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly agree	3	10	10	10
Agree	4	13	13	23
Not sure	9	30	30	53
Disagree	9	30	30	83
Strongly disagree	5	17	17	100
Total	30	100	100	

Source: Primary data

From table 7, 47 percent of the respondents in total disagree with the statement while only 23 percent of them agree with the statement and 30 percent are not sure. Going with the majority, the society does not have a performance related pay scheme to motivate its employees. It's important that management should consider paying its workers according to work done for better results; this will motivate employees to work harder in order to earn more.

4.3.3 Employee Fringe benefits

Respondents were asked whether the society provides fringe benefits to all the employees and the following was obtained.

Table 7: Fringe benefits

Fringe benefits		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	9	30	30	30
	Agree	7	23	23	53
	Not sure	3	10	10	63
	Disagree	6	20	20	83
	Strongly disagree	5	17	17	100
	Total	30	100	100	

Source: Primary data

Table 8 shows that 53 percent of the respondents in total agree that the council provides fringe benefits against the 37 percent who disagree and 10 percent are not sure. This means that the society is in agreement with the earlier revelation by Doellgast (2006) that provision of fringe benefits is one of the tools that can be used to motivate employees. Management should continue to provide more of the fringe benefits such as medical allowances, housing allowance and transport allowance to its employees.

4.3.4 Bonus payment

Respondents were asked whether when they meet the set targets, they are paid a bonus and the following were obtained.

Table 8: Bonus Payments

Bonus Payment		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	5	17	17	17
	Agree	9	30	30	47
	Not sure	5	17	17	64
	Disagree	10	33	33	97
	Strongly disagree	1	3	3	100
	Total	30	100	100	

Source: Primary data

Table 9 shows that 47 percent of the respondents in total agree with the statement that when employees meet the set targets, they are paid a bonus and 36 percent of the respondents disagree with the statement while 17 percent are not sure. It is an indication that the society uses bonuses to motivate its employees. Management should consistently revise its bonus payment practice in order to maintain and improve the present employee satisfaction.

4.3.5 Employee training

Respondents were asked whether URCS provides training to its employees most of the times and their responses were as below;

Table 9: Employee training

Employee training		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	8	27	27	27
	Agree	10	33	33	60
	Not sure	3	10	10	70
	Disagree	5	17	17	87
	Strongly disagree	4	13	13	100
	Total	30	100	100	

Source: Primary data

From table 10 above, 60 percent of the respondents in total who work with URCS agree that the society provides them with training most of the times. And only 30 percent disagree with the statement while 10 percent are not sure. This means that training is one of the most tools that the society is using to motivate its employees. The management of URCS through training its employees makes sure that they acquire the necessary skills needed to produce quality work in the organization.

4.3.6 Employee rotation

Respondents were asked whether URCS rotates its employees within the organization to prevent boredom and below were the responses;

Table 10: Job rotation

Employee rotation		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	8	27	27	27
	Agree	9	30	30	57
	Not sure	4	13	13	70
	Disagree	7	23	23	93
	Strongly disagree	2	7	7	100
	Total	30	100	100	

Source: Primary data

Concerning preventing boredom by URCS rotating its employees within the organization, 57percent of the respondents in total agrees with the statement, 30 percent of the respondents do not agree with the statement and only 13 percent are not sure. Basing on the majority of the respondents, it can be noted that the society rotates its employees which prevents boredom. Management rotates its employees within the organization as a way of preventing boredom,this facilitates interaction amongst the employees which helps them share their different skills and experience hence improving URCS' performance.

4.3.7 Employees & Decision Making

Respondents were asked whether they have participated in decision making of URCS and the following was obtained.

Table 11: Decision making exercise

Decision Making		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	5	17	17	17
	Agree	3	10	10	27
	Not sure	6	20	20	47
	Disagree	7	23	23	70.0
	strongly disagree	9	30	30	100
	Total	30	100	100	

Source: Primary data

Considering decision making in URCS, results show that 53 percent of the respondents disagree with the statement against the 27 percent in total who agree and 20 percent are not sure, This means that most of the workers do not actually take part in the decision making of the organization implying that the management decides what is to be done and passes it on to the lower workers. Management of URCS should consider involving workers at the different levels to take part in decision making in order to make them know that their contribution adds value to the development of the organization.

4.3.8 Sense of responsibility at work

Respondents were asked to indicate whether they are given a sense of responsibility at the work place and they responded as below;

Table 12: Degree of responsibility

Sense of Responsibility		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	8	27	27	27
	Agree	10	33	33	60
	Not sure	5	17	17	77
	Disagree	6	20	20	97
	Strongly disagree	1	3	3	100
	Total	30	100	100	

Source: Primary data

Table 13 shows that 60 percent of the respondents in total who work with URCS agree that they are given a sense of responsibility at the work place. Only 23 percent disagreed with the statement. This means that the society uses responsibility as one of its tools to motivate its employees. This is in agreement with Fredrick Hertz's (1959) hygiene theory which postulates that responsibility at work motivates employees. This motivation practice should be maintained by the URCS management.

4.3.9 Challenging work

Respondents were also asked whether the society makes sure that the work is challenging at all times.

Table 13: Hectic work

Challenging work		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	2	7	7	7
	Agree	10	33	33	40
	Not sure	13	43	43	83
	Disagree	3	10	10	93
	Strongly disagree	2	7	7	100
	Total	30	100	100	

Source: Primary data

Table 14 shows that the 40 percent of the respondents in total agree with the statement that their work is challenging while 17 percent of the respondents in total disagree. However, most of the respondents were not sure of their status. This provides that, employees do not know what it means for the work to be challenging. Management of URCS should teach its employees what challenging work means and its importance that accrue from a challenging work. This will increase creativity and innovations within employees thus increased productivity of labor.

4.3.10 Employee promotion

Respondents were asked whether when an employee performs well consistently, he/she is promoted and below are the findings.

Table 14: Staff Promotions

Employee Promotion		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	6	20	20	20
	Agree	10	33	33	53
	Not sure	5	17	17	70
	Disagree	3	10	10	80
	Strongly disagree	6	20	20	100
	Total	30	100	100	

Source: Primary data

From table 15 above, it can be noted that 53 percent of the respondents in total agree that when someone performs well consistently they are promoted, 30 percent disagree with the statement while only 17 percent are not sure. This therefore, means that the society uses promotions as a tool to motivate its employees and it is a practice that management should maintain

4.3.11 Equal treatment of employees

Respondents were also asked whether there is relatively equal treatment of employees depending on their efforts, experience and education.

Table 15: Fair treatment of staff

Equal treatment of employees		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	9	30	30	30
	Agree	9	30	30	60
	Not sure	3	10	10	70
	Disagree	6	20	20	90
	Strongly disagree	3	10	10	100
	Total	30	100	100	

Source: Primary data

Table 16 shows that 60 percent of the respondents in total agree that depending on someone’s efforts, experience and education, the society relatively treats its employees equally while 30 percent disagree and only 10 percent are not sure. This means the society treats its employees equally in order to motivate them. This is a practice that management should continue to uphold because the employees feel that they are cherished at the work place.

4.3.12High supervision

Respondents were also asked whether they are highly supervised at URCS,

Table 16: high supervision

High supervision at work place	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly agree	9	30	30	30
Agree	10	33	33	63
Not sure	2	7	7	70
Disagree	6	20	20	90
Strongly disagree	3	10	10	100
Total	30	100	100	

Source: Primary data

Table 17 shows that 63percent of the respondents in total agree that they are highly supervised by their superiors at work, 30 percent disagree with the statement and only 7percent are not sure. This means the society supervises its employees to make that every activity is well done. This is a practice that management should continue to uphold because the employees will make sure that they perform well so that they can gain a credit from their superiors which motivates them.

4.4 MOTIVATION AND EMPLOYEE PERFORMANCE

4.4.1Motivation and employee performance

Respondents from URCS were asked to indicate whether motivation is the most important factor of employee performance and the following information was obtained

Table 17: Motivation and staff performance

Motivation as a factor		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	12	40	40	40
	Strongly agree	10	33	33	73
	Not sure	2	7	7	80
	Disagree	3	10	10	90
	Strongly disagree	3	10	10	100
	Total	30	100	100	

Source: Primary data

Considering motivation as the most important factor in employee performance, 73 percent of the respondents in total agree to the statement while only 20 percent disagree and 7 are not sure. These findings are in agreement with the earlier revelations made by Kathleen (2004) that in order to improve one’s performance he/she needs to be motivated. Management should maintain this practice of motivating its employees and even research for more new motivation tools

4.4.2 Goal clarity and performance

Respondents were asked to indicate whether goal clarity among the employees helps to improve their performance.

Table 18: Goal clarity

Goal clarity		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	8	27	27	27
	Agree	11	37	37	64
	Not sure	8	27	27	91
	Disagree	1	3	3	94
	Strongly disagree	2	6	6	100
	Total	30	100	100	

Source: Primary data

Table 19 shows that 64 percent of the respondents who work with the society agree that goal clarity can help employees to improve on their levels of performance. Only 9 percent in total disagree and 27 percent are not sure. These findings are in agreement with the earlier revelations made by Willmot (2007) who asserted that people must have in mind a clear picture of any end or goal they are to achieve in order to perform to their best always. The management should continue to clarify organizational goals to the employees for better performance.

4.4.3 Working Conditions and performance

Respondents were also asked to indicate whether the working conditions can greatly improve one's performance

Table 19: Working conditions

Working Conditions		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	15	50	50	50
	Agree	10	33	33	83
	Not sure	2	7	7	90
	Disagree	1	3	3	93
	Strongly disagree	2	7	7	100
	Total	30	100	100	

Source: Primary data

From table 20, it can be noted that 83 percent of the respondents in total agree that working conditions can greatly improve on the performance of the individuals while only 10 percent in total disagree and 7 percent are not sure. Going with the majority, it can be concluded that the employees believe that better working conditions can help them to improve on the level of their performance. Management should endeavor to improve on the working conditions of employees for better performance.

4.4.4 Knowledge of the structure and performance

The respondents were asked whether the knowledge of the structure helps an employee to know what to do in given situations and hence improve on his/her performance.

Table 20: Knowledge of the structure

Knowledge of the Structure		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	8	27	27	27
	Agree	11	37	37	64
	Not sure	6	20	20	84
	Disagree	1	3	3	87
	Strongly disagree	4	13	13	100
	Total	30	100	100	

Source: Primary data

Table 21, results show that only 13 percent of the respondents in total disagree with the statement, 20 percent are not sure while the majority of 64 percent agree that in order to improve their performance, the employees need to have knowledge of the structure of the organization since this can help them maneuver around the problems and hence perform better. Management should uphold this practice such that employees can always know in which department to report the various issues that arise in the organization.

4.4.5 Feedback

Respondents were asked to indicate whether feedback is a key in the improvements of an individuals' performance in order to improve on the organization performance and below were the responses;

Table 21: feedback

Feed back to employees	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly agree	11	37	37	37
Agree	7	23	23	60
Not sure	6	20	20	80
Disagree	4	13	13	93
Strongly disagree	2	7	7	100
Total	30	100	100	

Source: Primary data

From table 22, 60 percent of the respondents in total who work with URCS believe that feedback can be a key to improving on the employee performance, 20 respondents in total disagreed with the statement and 20 percent were not sure. Therefore management should always give feedback to its employee for them to identify their strength and weaknesses so that they can improve on the weaknesses which my help improve on their performance.4.4.6Modern Technology and performance

Respondents were also asked to indicate whether the use of modern technology triggers performance of employees.

Table 22: Modern Technology

Modern Technology		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	7	23	23	23
	Agree	10	33	33	56
	Not sure	6	20	20	76
	Disagree	5	17	17	93
	Strongly disagree	2	7	7	100
	Total	30	100	100	

Source: Primary data

From table 23, 56 percent of the respondents in total who work with URCS believe that with modern technology, performance can always be better against the 24 respondents in total who disagree and 20 percent who are not sure. This is in agreement with the earlier revelations made by Samuel (2010) that technology can greatly improve on the individual performance. However, some of the respondent's fear that the introduction of technology will not do much if they are not taken for further training hence management should always train its employees how to operate the modern technology.

4.4.7 Ability, training, experience and performance

Respondents were also asked whether ability, training and experience can improve an individual's capacity to perform.

Table 23: Ability, training and experience

Ability, training & experience		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	9	30	30	30
	Agree	14	47	47	77
	Not sure	4	13	13	90
	Disagree	2	7	6	96
	Strongly disagree	1	3	3	100
	Total	30	100	100	

Source: Primary data

From table 24, 77 percent of the respondents in total who work with URCS believe that an individual with ability, experience and training for a particular job, his/her performance is always going to be up, the 9 percent disagree and 13 percent are not sure. The management should endeavor to consider the ability, training and experience of employees in order to improve on an individual's capability to perform.

4.5 RELATIONSHIP BETWEEN MOTIVATION & EMPLOYEE PERFORMANCE

4.5.1 MOTIVATION AND EMPLOYEE PERFORMANCE

Respondents of URCS were asked whether there is a strong relationship between motivation and URCS'S employee performance and below were the responses obtained.

Table: 24: Motivation influences Employee performance

Motivation and employee performance	Frequency	Percent age	Valid percentage	Cumulative percentage
Valid strongly agree	9	30	30	30
Agree	14	47	47	77
Not sure	1	3	3	80
Disagree	4	13	13	93
Strongly disagree	2	7	7	100
Total	30	100	100	

The above table reveals that there is a positive relationship between employee motivation and their performance in URCS. This is shown by the computation of the respondent's response in percentages, where the highest percentage of 77% in a total of the respondents agreed that motivation influences employee performance. Management of URCS should therefore consider all the motivational tools like timely payment, piece rate system, employee fringe benefit, employee training and rotation, goal clarity and employee involvement in decision making among others used in motivating employees so as to fully satisfy employee needs.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the findings of the study for the previous four chapters. This chapter also includes conclusions, recommendations for the study, and areas of further research suggested.

5.2 Summary of major findings

5.2.1 Tools of motivation used by Uganda Red Cross Society.

The study found out that the society uses many different tools to motivate its employees. These include; provision of fringe benefits, paying bonuses to workers who put in extra effort, providing training opportunities, rotation of employees, giving a sense of responsibility, promotion of consistently hardworking employees and treating the workers equally.

However, the study also found out that URCS does not use salary as a tool to motivate its employees as most of them were not satisfied by the management's salary scheme. It was also found out that the society does not involve its employees in the decision making process. The study also found out that the society does not pay its employees according to the work done.

5.2.2 Factors that affect employee performance in URCS.

The study found out that motivation is the major factor that affects the level of employee performance. This is because when the respondents were asked about whether motivation is the most important factor in employee performance, 73 percent of them agreed. However, the study also found out that the organization needs to consider whether the tools they are using are matching the needs of the employees such that they can apply the right tools which appeal to the employees. The study also found out that there are other factors that affect the level of employee performance in URCS and these included; working conditions, Ability, training and experience

of employees, goal clarity, knowledge of the structures, which was ranked as number two following motivation, and the use of modern technology.

5.2.3 Relationship between motivation and employee performance.

The findings revealed that motivation makes employees do extra tasks for better performance and that there is a direct strong and positive relationship between employee motivation and the performance of URCS staff. This is evidenced by the 77% of the total respondents who agreed that there is a strong and positive relationship between motivation and employee productivity at URCS.

5.3 Conclusion

From the findings, it can be concluded that motivation and the ways how employees are motivated in form of theories, that is the traditional model theory which states that the pay given to workers is a major motivator towards their performance and productivity, and also the human relations theory which talks about the sense of responsibility given to employees at their work places. It can also be concluded that there are two types of motivation tools an organization can use; the financial and the non-financial tools. It can also be said that though the non-financial tools such as reducing the workload, job security, acknowledgment are all good motivators, financial tools such as salary and performance related pay are better motivators. It can also be concluded the management of URCS is trying to motivate its employees and most of the tools it is using match with the expectations of its employees.

About the factors that affect employee performance, it can be concluded that motivation is the most important factor that organization should look upon. However, it can also be concluded that there are other factors that affect the level of employee performance. These include; goal clarity, working conditions, knowledge of the structure, use of modern technology, ability, training and experience.

The research also concludes that there is a very strong positive relationship between motivation and employee productivity. However, it can also be concluded that the root cause of poor performance in URCS is not motivation in its self rather it is the tools of motivation used by the society which are not what some of the employees want as motivators.

5.4 Recommendations

The society should consider further informing and training of its staff to equip them with more skills in order to improve their performance. Also informing the employees about the procedures that must be gone through if they want for example, a salary increment is recommended.

It was found out that some of the tools the society uses to motivate its employees are not exactly the tools that can motivate the employees. The researcher therefore recommends that the society should carry out a study before using a particular tool.

5.5 Areas for further research

The researcher recommends the following areas for future investigations which were not researched satisfactorily.

- Choosing the right motivation tool for a given employee. This is a very important aspect for the employer to consider. The researcher was not satisfactorily able to make a thorough study on how to choose the right motivation tool for a given employee and therefore recommends it for further research.
- The impact of employees' salary on their level of motivation. The researcher also did not go deep into finding out the impact of employees' salary on their level of performance and therefore recommends it for future investigations.
- Problems encountered by employers when motivating employees. The major problems encountered by employers when motivating employees were not looked at exhaustively and therefore the researcher recommends it to be researched for by future researchers.

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APPENDIX 1: QUESTIONNAIRES

I am Ssenkumba Joseph, a student of Uganda Martyrs University. I am conducting a research about,

The impact of motivation on the performance of URCS, It is an academic research; therefore any information obtained from you will be kept confidential. However it may be of any importance to any persons who may want to conduct a similar study. I will appreciate your participation in this study. This questionnaire has four sections, A, B, C and D as follows;

SECTION A: BACKGROUND INFORMATION

Tick or write answers in full where applicable.

1. What is your Age group?

11-20 b) 21-30 c) 31-40 d) 41 and above

2. What is your Gender?

Male b) Female

4. What is your highest level of education attained?

a) UCE b) UACE c) Tertiary d) University

5. When did you join URCS?

a) 1year back b) 2years back 3years back d) ove 3years back

6. What do you do at Red Cross?

Staff Volunteer Other

SECTION B: MOTIVATION PRACTICES BY URCS

On a scale of 1-5, please rate by ticking in the appropriate box on how you strongly agree or disagree with the statements given.

Scale	4	3	2	1
	Strongly Agree	Agree	Disagree	Strongly Disagree

Statement	1	2	3	4
1. The wages and salaries am paid motivate me.				
2. Am always paid in time.				
3. URCS pays its workers according to the amount of work done.				
4. The Society provides fringe benefits to all its employees.				
5. When employees meet the set targets they are paid a bonus.				
6. URCS provides training to its employees most of the times.				
7. To prevent boredom, URCS rotates its employees within the organization.				
8. I have participated in the decision making of URCS.				
9. Am given sense of responsibility at my work place.				
10. The Society makes sure at all times that my work is challenging.				
11. When an employee performs well consistently, they are promoted.				
12. There is relatively equal treatment of employees depending on their efforts, experience and education.				
13. I have good inter-personal relationship with my superiors				
14. There is high supervision at URCS				

15. Suggest ways that URCS should use to improve on its employees' motivation levels.

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SECTION C: FACTORS AFFECTING URCS' PERFORMANCE

On the scale of 1-9, please rate by ticking in the appropriate box on how you strongly agree or disagree with the statement given.

- Strongly agree 4
- Agree 3
- Disagree 2
- Strongly disagree 1

Statement	1	2	3	4
1. Motivation is the most important factor in URCS' performance				
2. Goal clarity among the employees helps to improve URCS' performance				
3. Work conditions can greatly improve one's performance thus improving URCS' performance				
4. To achieve any organisational goal, an organisational employee must be flexible and suitable for the job				
5. Knowledge of the structure helps an organisational employee to know what to do in given situations and hence improve organisational performance				
6. Feedback is a key in the improvement of an individual's performance in an organisation in order to improve its performance				
7. The use of modern technology triggers performance of employees in URCS				

8. Ability, training and experience improve an individual's capability to perform which leads to improving organisational performance				
9. A feeling of acceptance by the employee may improve his/her performance thus improving the organisational performance				

10. Suggest any other factors that affect the level of performance in URCS

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SECTION D: RELATIONSHIP BETWEEN MOTIVATION AND THE PERFORMANCE OF URCS

On the scale of 1-4, please rate by ticking in the appropriate box on how you strongly agree or disagree with the statement given.

- Strongly agree 4
- Agree 3
- Disagree 2
- Strongly disagree 1

Statement	1	2	3	4
1. With the help of the management, URCS' performance has improved over time.				
2. URCS' performance reduces when it takes long to rotate the employees				

3. With the current motivation practices at URCS, its performance is always going to reduce.				
4. There is a strong relationship between URCS' performance and motivation				

5. List the employee motivation tools that you believe have had the biggest impact on the level of URCS performance.

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Thank you for the co-operation...

APPENDIX 2: AN INTERVIEW GUIDE

I am Ssenkumba Joseph, a student of Uganda Martyrs University. I am conducting a research about,

The effect of motivation on the performance of URCS, It is an academic research; therefore any information obtained from you will be kept confidential. However it may be of any importance to any persons who may want to conduct a similar study. I will appreciate your participation in this study.

Questions:

1. What is your name?
2. Do you mind telling me your age?
3. What is your position, responsibility or duty at the Red Cross?
4. According to you, what is motivation?
5. How are the employees in Red Cross motivated?
6. What is the impact of motivation on the performance of URCS?
7. What are the factors that increase motivation of employees at Red Cross?
8. What is the relationship of employee motivation and organizational effectiveness?

9. List the employee motivation tools that you believe have had the biggest impact on the level of URCS performance
10. What do you think red cross can do to improve on its performance (if necessary)

Thank you for the co-operation