

EMPLOYEE MOTIVATION AND ORGANIZATIONAL PERFORMANCE.

A CASE STUDY OF KITOVU HOSPITAL

BY

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DECLARATION

I, Asimwe Grace, hereby declare that this research report is my original work; it has never been presented to the Faculty of Business Administration and Management at Uganda Martyrs University neither to any institution of learning for any award.

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APPROVAL

This research report has been submitted to the Faculty of Business Administration and Management, UMU for examination with the approval of my supervision.

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DEDICATION

Praises to the Almighty God, the most gracious, for giving me the strength and determination to complete this study without any failure. I dedicate this research report to my lovely guardian Bro. Augustine Mugabo and my dearest friend Dr. Stephen Mirembe Kizito for their love and financial support. May the Almighty bless and reward them abundantly.

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Special acknowledgement goes to the Almighty God because without his help, I would not be in position to complete this research. I recognize the continuous assistance of my supervisor Mr. Katamba John Anthony for guiding and supporting me throughout the completion of this research. Through whose supervision I have been able to produce quality work. I also thank my entire family for the tireless support, both financial and non-financial. I am so grateful for their advice with which I have been able to succeed in completing this research work. Am also thankful to my friends who have always been there to help me whenever I needed their help. Thank you all for the love and support that you have given me throughout this research. Without you all I would not have completed my research. May God Bless You All!

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LIST OF ABBREVIATIONS

UMU	Uganda Martyrs University
TIP	The Idea Program
SPSS	Statistical Package for Social Science

ABSTRACT

The purpose of the study was to establish the relationship between employee motivation and organizational performance, a case study of Kitovu hospital. The objectives of the research study were to find out how organizations motivate their employees, to establish the factors affecting organizational performance and to establish the relationship between employee motivation and organizational performance of Kitovu hospital. A case study research design was employed during the study. It involved gathering quantitative data that described the events and then organize, tabulate, depict and describe the data collected. This study targeted a total population of 50 respondents from organization (Kitovu hospital employees) and used a sample size of 44 respondents from a study population of 50 employees of Kitovu hospital, Simple random sampling was used to select respondents in the field. The questionnaires were used and administered to the some of the employees working with the hospital. Data from the questionnaires was coded, entered, edited for consistency and easiness in and later analyzed using SPSS Software where pie – charts and bar graphs were constructed. From the findings, it can be concluded that motivation can be categorized in two types basing on whether the motivational states are internally or externally derived, formally most employees were satisfied if their basic needs were met. Basing on the study findings, it was revealed that the management of Kitovu hospital should consider further informing and training of its staff to equip them with more skills in order to improve their performance, the researcher also recommends that the Kitovu hospital should carry out a study before using a particular tool, government involvement should take part in recommending the provision of motivational needs through adjusting in the labour laws. The interviewers suggested that there should not be large remuneration gaps among the various levels of employees.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter was composed of the back ground of the study, problem statement, purpose of the study, objectives of the study, research questions, scope of the study, conceptual frame work, the significance of the study and definition of key terms.

1.1 Background of the study

According to Reem (2011) motivation is coined from the Latin word motus, a form of the verb movere, which means to move, influence, affect, and excite. Bartol & Martin (2008) consider motivation a powerful tool that reinforces behavior 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.

According to Shanks (2012), motivation is an individual concept that can be described using three main pillars of motivation: arousal, referring to the drive or energy that ignites behaviour; direction, which has to do with the type of behaviour that is exerted and whether it is in line with demand or organization goal; and persistence which deals with the lastingness of behaviour. Dobre (2013) notes that, as a result, different employees will be motivated by different things and it is therefore important for managers to understand what really motivates employees, and that cannot be achieved by simply asking them.

Motivation refers to the process of stimulating people to give all their best in accomplishing the desired goal in an organisation. It represents an unsatisfied need which creates a state of tension or disequilibrium, causing the individual to in a goal directed pattern towards restoring a state of

equilibrium by satisfying the need (Chandan 2007). Motivation is the driving force within individuals that drive them physiologically and psychologically to pursue one or more goals to fulfil their needs or expectations. It is a human psychological characteristic that contributes to a person's degree of commitment, it includes the factors that cause, channel, and sustain human behaviour in a particular committed direction (Lam and Tang, 2003).

Motivation is the force that makes people chooses a particular job, stay with that job and work hard in that job" (Lin, 2007). Conventional theories of motivation suggest that people tend to be motivated with the intention of fulfilling their unsatisfied needs, that is, they exert effort hoping that their needs will be satisfied (ibid). However, contemporary theorists do not focus only on the need based concept but also they emphasize on long term goal, sense of fairness, and employee's values (Simons and Enz, 2006). Both conventional and contemporary theories of motivation recognize the significance of employee motivation in the workplace.

Motivation can be intrinsic or extrinsic. Intrinsic motivation originates from within the individual and causes the individual to feel stimulated internally (Reem, 2011). According to Burton (2012) intrinsic motivation is more about an individual's self-satisfaction and the reward is normally within the action itself and does not need external factors to influence behavior. As a result intrinsic motivation is the most important and pervasive motivation because it is through this kind of natural motivational tendency that humans develop cognitive, social, and physical abilities (Ryan & Deci, 2000).

However, sometimes people act because external factors have influenced them or prompted them to act in a certain way, and this is referred to as extrinsic motivation (Ryan & Deci, 2000). As opposed to intrinsic motivation where the reward of the action is within the action itself, for extrinsic motivation the outcome or reward is separable from the activity itself (Reem, 2011). At

the workplace the extrinsic motivation would be to attain goals that are non-work related such as getting money to pay personal bills. Burton (2012) argued that extrinsic motivation can come from a fear of a consequence of the actions taken or not taken, such that if the manager tells the employee to do something, it will be done because of extrinsic motivation.

Uzona (2013) states that motivation has therefore been taken upon by organizations to come up with ways of motivating employees if they are to get the best performance out of them and ultimately that of the organization as a whole. According to Yang (2008), the motivational techniques implemented by organizations vary and can include team building, training, enhanced communication, targets, rewards and incentives, job enrichment, quality of working life programs, encouraging participation, checking system for equity, money, and recognizing individual differences.

Performance is an evaluation of the results of a person's behaviour. It involves determining how well or poorly a person has accomplished a task or done a job. Motivation is only one factor among many that contributes to an employee's job performance. All things being equal, one would expect a highly motivated teacher or an officer would deliver high-quality teaching or service than those poorly motivated teacher or officer. All things however, are not always equal because so many factors affect performance – factors such as personality, the difficulty of the task, availability of resources and working conditions. To attain high levels of performance as an employee and manager, you must be sure that you and your employees have the ability, motivation and the resources to meet objectives. When performance is not at the standard level or above, you must determine which performance factor needs to be improved and improve it (Lussier, 2005).

Organizational performance refers to the output in terms of quantity and quality that helps the organization to realize its set objectives. In other words performance can be measured by traits,

behaviors' and/or outcomes, (Bratton and Gold, 2003). Organizational performance is a process that organizations like Kitovu Hospital use to ensure their employees are contributing to producing a high quality product or service. Organizational performance management encourages the employee to get involved in the planning for the company, and therefore anticipates by having a role in the process the employee will be motivated to perform at a high level. Kreisman, B.J. (2002).

Workers in Kitovu Hospital or any other organization needs something to keep them working. Most times the salary of the employee is enough to keep him or her working for an organization. However, sometimes just working for salary is not enough for employees to stay at an organization. An employee must be motivated to work for a company or organization. If no motivation is present in an employee, then that employee's quality of work or all work in general will deteriorate (Whyte, Cassandra, B. 2007).

Kitovu Hospital creates an effort towards developing a motivated workforce for the purpose of improving productivity remains the single most crucial function of Managers of organizations in recent times because the reason is provided by Kreisman (2002) who argues that the most valuable and volatile asset of any organization is a well-motivated and stable workforce which is competent, dedicated and productive. Interestingly, what motivates employees changes constantly.

1.2 Statement problem

In a highly competitive, global environment, organizations are constantly under pressure to retain their workforce (Deci, 2013). Highly skilled, reliable and experienced employees are a valuable asset for any organization. It is evident that highly motivated employees are more likely to have high productivity. However, according to Certo (2006), organizational performance is not as a

result of employee motivation only, but also includes ability; skills, meeting targets, time management and regularity at work.

Employee motivation and organizational performance have for the long time been appreciated as a crucial main player for the success of many organisations. This is because the two concepts have been related with motivational tools in mobilising workers to act and translate their energy in outcomes that generate sustainable high performance of an organisation, Philip C Grant (2003).

An organization is only as strong as its workforce. Human resources need to be treated with great care, since they are a special resource that needs to be given special managerial attention and time (Storey, 2013). Therefore, studies like this are an invaluable resource in helping organizations identify and maximize on ways to motivate employees whilst mitigating employee turnover and under-performance (Steers and Porter, 2011).

It is noted that every organisation needs to motivate the employees in order to improve on the organisational performance. However, Kitovu hospital tries to motivate its employees in form of both monetary and non monetary terms and these may include salary increments and wages and other benefits that include; promotions, bonus for overtime, medical insurance, contributory pension scheme, meals and transport allowances, accommodation allowances which are intended to increase employee satisfaction as well as improving performance of the organisation. Therefore it is against this statement that the researcher seeks to investigate on the impact of employee motivation on organisational performance, case study of Kitovu hospital.

1.3 Purpose of the Study

The purpose of the study was to establish the relationship between employee motivation and organizational performance in Kitovu hospital.

1.4 Objectives of the study

- To find out how organizations motivate their employees.
- To establish the factors affecting organizational performance.
- To establish the relationship between employee motivation and organizational performance of Kitovu hospital

1.5 Research Questions

- What are the ways how organizations motivate their employees?
- What are the factors affecting organizational performance?
- What is the relationship between employee motivation and organizational performance of Kitovu hospital?

1.6 Scope of the study

1.6.1 Geographical scope

The study was undertaken at Kitovu Hospital, Masaka District found in Central region of Uganda.

The area was also chosen because the researcher was familiar with the language spoken, and it was cheaper in terms of transport costs and accommodation was easily availed.

1.6.2 Subject scope

The study aimed at focusing on the impact of employee motivation on organisational performance that is to say; to find out how organizations motivate their employees, to establish the factors affecting organizational performance and to establish the relationship between employee motivation and organizational performance of Kitovu hospital

1.6.3 Time scope

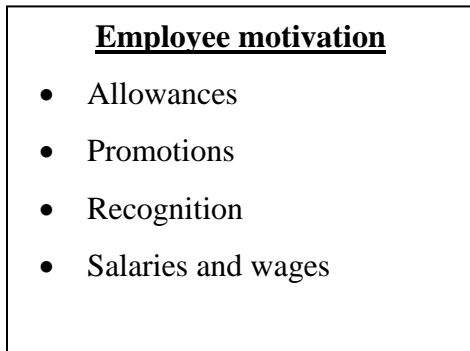
The study covered a period of nine months (from September, 2019 to May, 2020) so as to come up with the correct and valid data relevant for the study. This time involved writing of a research

proposal, designing questionnaires, collection of data and analysis and then writing of the final research report. The data used ranged from 2010 to 2018 in order to provide various information and up to date data about the topic.

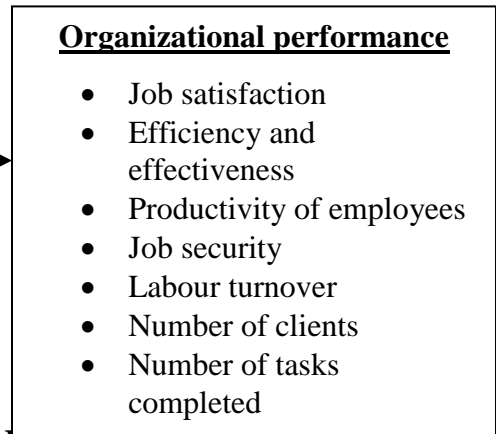
1.7 Conceptual frame work

Conceptual framework is a set of coherent ideas or concepts organized in a manner that makes them easy to communicate to others (Schwartz, 2006). This explained the relationship between independent variables (employee motivation) and dependent variable (organizational performance).

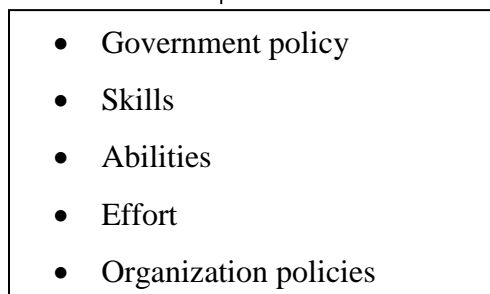
INDEPENDENT VARIABLE



DEPENDENT VARIABLE



INTERVENING VARIABLE



Source: Researcher, 2020 with the help of Amin, (2005)

From the conceptual frame work, it was clear that employee motivation (motivational factors) are independent variables and are measured by allowances, promotions, recognition, salaries and wages; these affect organizational performance as dependant variables which are measured by job

satisfaction, efficiency and effectiveness, productivity of employees, job security, labour turnover, number of clients and number of tasks completed. However, there were also intervening factors like government policy, skills, abilities, effort and organization policies.

From the figure above, it was also noted that with intrinsic and extrinsic motivation, managers can therefore motivate their employees in both ways. This is because both have impacts on the organizational performance. This implied that both should be promoted such that the organizational performance should be met. It also implied that organizational performance was a function of employee motivation.

1.8 Significance of the study

The study will be of much importance in the following ways as explained below;

The research would be of great importance to me as a researcher because I hope to acquire research skills which I can apply to conduct research in other subjects. Skills like developing questionnaires, interacting with new people and get the necessary information and analyzing data.

This may be helpful to the organization where the study would be carried out, in addressing the reward issues that will be raised by its employees so as to motivate and promote productivity of its employees.

The findings of this study would benefit managers, administrators especially in Kitovu Hospital as it would enable them understand their employees better and how or why they behave the way they do. It would also shed light to other organizational leaders on how to motivate their employees. The recommendations that have been offered in the study may guide the leaders and especially the human resource department on how to best motivate employees.

The findings of this study would benefit researchers and academicians as it would contribute to the body of knowledge on employee motivation and organizational performance. The study has given suggestions on new areas for further research that would be explored.

The study would benefit policy makers like the International Labor Organization, Workers' Union and other government organizations to come up with effective realistic policies of motivating employees.

1.9 Definition of terms

Motivation. According to Reem (2011) motivation is coined from the Latin word motus, a form of the verb movere, which means to move, influence, affect, and excite. Motivation can also be defined as the act of providing motive that causes someone to act (Shanks, 2012).

Intrinsic Motivation. Intrinsic motivation originates from within the individual and causes the individual to feel stimulated internally (Reem, 2011). According to Burton (2012) intrinsic motivation is more about an individual's self-satisfaction and the reward is normally within the action itself and does not need external factors to influence behavior.

Performance. A continuous process for improving the performance of individuals by aligning actual performance with that desired organizational goal (Cole and Kelly, 2011).

Extrinsic Motivation. People sometimes people act because external factors have influenced them or prompted them to act in a certain way, and this is referred to as extrinsic motivation (Ryan & Deci, 2000). As opposed to intrinsic motivation where the reward of the action is within the action itself, for extrinsic motivation the outcome or reward is separable from the activity itself (Re'em, 2011).

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presented related literature and it was presented in themes namely; to find out how organizations motivate their employees, to establish the factors affecting organizational performance and to establish the relationship between employee motivation and organizational performance of Kitovu hospital.

2.1 Employee Motivation

Motivation means the process of stimulating people to give all their best in accomplishing desired goals in an organisation. It represents an unsatisfied need which creates a state of tension or disequilibrium, causing the individual to move in a goal directed pattern towards restoring a state of equilibrium by satisfying the need (Chandan 2007)

Motivation is the driving force within individuals that drive them psychologically to pursue one or more goals to fulfil their needs or expectations. It is a human psychological characteristic that contributes to a person's degree of commitment, it includes the factors that cause, channel and sustain human behaviour in a particular committed direction (Lam and Tang 2003)

The aim is to develop motivation process and work environment that will help to ensure that individuals deliver results in accordance with expectations of management (Armstrong 2003)

Motivation is a very important element in the management of individuals. It is a very useful tool of improving employee performance. Motivated employees create the most productive workforce because they are committed to the job where as demotivated employees become stagnant and slowdown turnover and individual employees may look for more desirable employment elsewhere (Bowey, 2001).

2.2 Organizational Performance

According to Pitt and Tucker (2008: p. 243), organizational performance is defined as “a vital sign of the organization, showing how well activities within a process or the outputs of a process achieve a specific goal”. It is also defined as “a process of assessing progress towards achieving pre-determined goals, including information on the efficiency by which resources are transformed into goods and services, the quality of these outputs and outcomes, and the effectiveness of organizational objectives” (Amartunga and Baldry, 2003: p. 172).

Organization’s performance is made visible through the activities it conducts to achieve; its mission. Outputs and their effects are the most observable aspects of an organization's performance (Anderson and Carden, 2009).

Anderson and Carden (2009) in their book entitled “Enhancing organizational performance” state that ideas about the concept of performance vary considerably. Each interest group or stakeholder may have an entirely different idea of what counts. For instance, administrators might define organization's performance in terms of the amount of money brought into the organization through grants, whereas a donor might define performance in terms of organization's beneficial impact on a target group.

2.3 How organizations motivate their employees

The relationship between the employer and employee must be one of understanding in order for the employee to identify himself with his work and with the business he is working for. Lack of motivation in return affects productivity. A number of symptoms may point to low morale: declining productivity, high employee turnover, increasing number of grievances, higher incidence of absenteeism and tardiness, increasing number of defective products, higher number of accidents or a higher level of waste materials and scrap (William Day 2008). A motivated employee is a

loyal employee and to be loyal implies that the employee supports the actions and objectives of the firm. The appearance of the job as a whole has, in fact a bearing on the willingness and quality of an employee's performance, (Martin Bruce 2002).

Improving employee engagement can increase productivity and profitability while also reducing employee absenteeism and turnover. Herzberg claimed that positive hygiene factors such as work conditions and salary simply satisfy basic employee needs, whereas motivators (such as achievement and recognition) encourage employees to work above and beyond the minimum requirements. 'Compensation alone is not enough to keep the highly skilled' motivated and experienced workforce your business needs to excel' (Greenburg, 2008).

Smithers and Walker, (2000) stressed that individuals tend to develop certain motivational drives on the cultural environment in which they live and these drives affect the way people view their jobs. He suggests that achievement, affiliation, competence and power are four types of motivational drives that are found in individuals that are self-motivated and this may be the case for many construction workers. Motivation plays a part in enhancing construction labor productivity (Smithers and Walker, 2000) and forms the basis for identification of the work environment factors.

Improving employee engagement can increase productivity and profitability while also reducing employee absenteeism and turnover. Herzberg claimed that positive hygiene factors such as work conditions and salary simply satisfy basic employee needs, whereas motivators (such as achievement and recognition) encourage employees to work above and beyond the minimum requirements. 'Compensation alone is not enough to keep the highly skilled' motivated and experienced workforce your business needs to excel' (Greenburg, 2008).

Organizational Influence is the main factor in employee motivation. However, no organization or employee is an island, and both are also affected by the community in which they exist, such as family, friends, community members and local issues affecting the lives of people. It can be argued that National Influence affects both the organization and the employee evenly. As the organization must conform to social, political, economic and legal requirements on a national level, the employee must also do the same in order to exist. Global influence is all encompassing; in today's global village ideas are exchanged in a matter of moments. This open exchange of concepts and knowledge set the perimeter for our expectations from us as well as others. Global influence moulds the national influence which, in turn, affects the community. The organization and the employee must deal with this interplay and tension between the different spheres of influence that affect them, (Emmens, B, et al, 2006).

Globalization of the market has created a high demand for common work ethic and practices in the developed and developing countries. Despite questions about the validity of western theories of motivation in the developing world, globalization has been rapidly blurring the difference in work cultures and environment both in the East and the West. Oppressive organizational environment, however, can dampen the human spirit and enthusiasm making an individual incapable of generating any personal drive. This can be detrimental both to an employee and the organization. Employees can lose their motivation when organizations mandate certain behaviours and norms which are not aligned with the individual values of the employees, (Block & Peter, 2001)

Loyal employees are highly motivated or motivated employees are highly loyal to the organizations which they belong may not be true in the modern world. The organizational loyalty now-a-days are transient and does not guarantee long employee tenure. The obvious reason is that

high performers are in great demand in the employment market and can be enticed away with higher challenges and benefits both financial and non-financial. In practice, organizations have their own way to deal with employee motivation. This is due to the fact that unwritten psychological contracts between the employees and the employers are dealt with differently within the organizations depending on the particular organizational culture and management style, (Laming, 2004).

Because each organization has a distinct personality, managers should try and remove barriers from their organization that cause job dissatisfaction and are a detriment to motivating employees. Factors such as company politics, unproductive meetings, withholding information, and unfairness lead to low morale and overall job dissatisfaction, (Robbins & Coulter, 2006).

Another theory related to employee motivation is the equity theory. This theory suggests that individuals compare their performance and compensation against their co-workers' performance and compensation and act to correct any inequities. For example, two workers are paid an hourly rate for the same task; however, worker A is paid more per hour than worker B. Thus, worker B may act to correct this inequity or just continue to perform below his or her potential. Similarly, worker A will increase his work efforts given his or her elevated level of compensation (Robbins & Coulter, 2006).

Recent studies have expanded the concept of employee motivation beyond job design and identified issues such as motivating a diverse workforce, pay-for-performance programs, and employee stock ownership plans (ESOPs) (Robbins & Coulter, 2006). Researchers suggest that management exercise flexibility when confronting a diverse workforce. For example, different groups of workers have different needs. A single mother may need daycare or a second job and therefore require specific motivators. Research also suggests that tailoring rewards to the

individual worker can be a highly motivational tool. A few such tailored rewards in use today include compressed workweeks (four 10-hour days), flextime (set number of hours, with flexible scheduling), job sharing, and telecommuting (Robbins & Coulter, 2006).

Pay-for-performance plans are designed to link specific performance goals with employee compensation. Since most individuals work to obtain the amount of money required meeting their needs and wants, these types of plans can be highly motivating since they positively relate the amount of pay with the amount of work effort. Pay-for-performance programs compensate employees based on some pre-determined performance measurement (objective). Examples include piece-rate pay plans, wage incentive plans, profit sharing, and bonus plans.

Performance measurements may include individual or team goals, departmental objectives, or overall organizational profit. The basis for such programs is that by making a portion of an employee's compensation contingent on some specific performance objective, he or she will be more focused and devote more effort toward attaining that objective (Robbins & Coulter, 2006). Some organizations have management incentive programs under which managers and executive managers. And compensation is granted according to the organization's results of operations for the year. These programs work well for management; however, as only a targeted group of employees are allowed to participate, the overall success is debatable.

Yet another type of specific reward program is The Idea Program (TIP). In this program, employees are encouraged to submit cost savings ideas, and an appointed TIP committee researches every idea to determine the cost savings, if any, that are applicable. The idea program awards are granted on a quarterly basis, and the amount (up to a certain dollar amount) is based on the projected cost savings. Employees should be recognized at the state-of-the-company meeting and in the company newsletter. They also might receive a plaque for their idea.

According to Douglas (2009), people have needs and those needs are satisfied at work. He described two sets of assumptions about people that he labeled Theory X and Theory Y (Bruce,2009), The assumptions of Theory X are that most people will avoid work because they don't like it and must be threatened or persuaded to put forth adequate effort. People have little ambition and don't want responsibility. They want to be directed and are most interested in job security. The assumptions of Theory Y are that work is very natural to people and that most people are self-directed to achieve objectives to which they are committed. People are ambitious and creative. They desire responsibility and derive a sense of satisfaction from the work itself which in my view motivate them to perform well.

Organizational Influence is the main factor in employee motivation. However, no organization or employee is an island, and both are also affected by the community in which they exist, such as family, friends, community members and local issues affecting the lives of people. It can be argued that National Influence affects both the organization and the employee evenly. As the organization must conform to social, political, economic and legal requirements on a national level, the employee must also do the same in order to exist. Global influence is all encompassing; in today's global village ideas are exchanged in a matter of moments. This open exchange of concepts and knowledge set the perimeter for our expectations from us as well as others. Global influence moulds the national influence which, in turn, affects the community. The organization and the employee must deal with this interplay and tension between the different spheres of influence that affect them, (Emmens, B, et al, 2006).

According to Herzberg (2000), an individual will be moved to action based on the desire to avoid deprivation. However, this motivation does not provide positive satisfaction because it does not provide a sense of growth. (Quick, 2005). Although salary is considered a hygiene factor, it plays

an indirect part in motivation as a measure of growth and advancement or as a symbol of recognition of achievement. To me, salary seems to be a motivator too many workers as it commits employees to perform in order to meet their set targets

Smithers and Walker, (2000) stressed that individuals tend to develop certain motivational drives on the cultural environment in which they live and these drives affect the way people view their jobs. He suggests that achievement, affiliation, competence and power are four types of motivational drives that are found in individuals that are self-motivated and this may be the case for many construction workers. Motivation plays a part in enhancing construction labor productivity (Smithers and Walker, 2000) and forms the basis for identification of the work environment factors.

According to McCoy (2002), both incentives and recognition provide a reward; however, incentives drive performance while recognition is an after-the-fact display of appreciation for a contribution. Financial rewards are certainly important in compensation programs. Social recognition provides employees with a sense of self-worth by acknowledging the contributions they have made. This recognition could be given in the form of a ceremony that helps to validate and is an important compensation and one that probably costs a company very little in relationship to the benefit to employees. In my view, recognition seems to motivate employees to perform which the study will verify. (Mc Coy, 2002).

The most obvious form of motivation is coercion, where the avoidance of pain or other negative consequences has an immediate effect. Extreme use of coercion is considered slavery. While coercion is considered morally reprehensible in many philosophies, it is widely practiced on prisoners, students in mandatory schooling, within the nuclear family unit (on children), and in the form of conscription. Critics of modern capitalism charge that without social safety networks,

wage slavery is inevitable. However, many capitalists such as Ayn Rand (2001) have been very vocal against coercion. Successful coercion sometimes can take priority over other types of motivation. Self-coercion is rarely substantially negative (typically only negative in the sense that it avoids a positive, such as undergoing an expensive dinner or a period of relaxation), however it is interesting in that it illustrates how lower levels of motivation may be sometimes tweaked to satisfy higher ones.

2.4 Factors affecting organizational performance

The key to motivating employees is to know what motivate them and design a motivational programme based on those needs. Therefore the objective of this proposal is to describe the importance of certain factors which motivate employees of the institution; the study will specifically describe the rank importance of some selected motivational factors, taking into consideration some theories of motivation. The selected factors (indicators) are: career development opportunities; job security; good salary; good conditions of service; full appreciation of work done; sympathetic help with personal problems; attractive pension schemes; personal loyalty with employees; personal recognition; and reputation of institution.

The achievements of individuals and organizational goals are independent process linked by employee work motivation. Individuals motivates themselves to satisfy their personal goals, therefore they invest and direct their efforts for the achievements of organizational objectives to meet with their personal goals also. It means that organizational goals are directly proportion to the personal goals of individuals. Robert (2005) reported that the manager job is to ensure the work done through employees is Possible, if the employees are self motivated towards work rather directed. The manager's involvement is not so much important in the motivation of employees. The employees should motivate themselves to work hard.

The key starting point in studying the link between workplace relations and productivity is the indeterminate, or open-ended, nature of the employment relationship. While compensation and general working conditions are agreed in some way at the time of employment, the employee's actual contribution in terms of volume and quality of output remains largely unspecified. Much depends on employees' willingness to invest their skills and know-how in the production process. In turn, such commitment is built on organizational arrangement, well accepted working conditions and co-operative relations more generally. In short, employee involvement is crucial because, to a large extent, effort remains discretionary, (People in Aid, 2003).

Hence, it is important to identify the objective conditions under which co-operation actually develop. The development of a *modus Vivendi* between agents is necessary if the production system is to be efficient enough to produce value added and ensure the reproduction of the employment relationship in the context of market competition. There is no doubt that, independently of technological evolution, cooperation is crucial if acceptable levels of productivity growth are to be generated at the point of production. The purpose of employee management, then, is to solidify and enhance that advantage through a systematic program to find, motivate, develop and retain your employees more effectively than your competitors. If your company adopts employee management practices that are superior to those of your competitors, it is likely that you will always have a higher quality workforce, leading to a sustained competitive advantage. This is not to say that good people who are well managed can overcome poor products or services, but in the presence of quality and services, well managed people can be the difference between a successful company and one that is not competitive (Cole, 2007).

Cole G. A (2007), defined Organization Performance as all multiple activities that help in establishing the goals of the organization, and monitor the progress towards the target. It is used to make adjustments to accomplish goals more efficiently and effectively. Organization Performance is what business executives and owners are usually frustrated about. This is so because, even though the employees of the company are hard-working, and are busy doing their tasks, their companies are unable to achieve the planned results. Results are achieved more due to unexpected events and good fortune rather than the efforts made by the employees.

According to Petcharak (2002), one of the functions of human resource manager is related to ensure employees' workplace motivation. The human resource manager's function should be to assist the general manager in keeping the employees satisfied with their jobs. Another goal in organization is the goal for the services manager is to develop motivated employees and encourage their morale regarding their respective works. The employee work morale, such as supervisors, peers, organization, and work environment can be defined in a sense that the employee has the feeling and be conscious about all aspects of the job. The performance is poor if the employee is not satisfied and happy. Workplace dissatisfaction often leads organization and its employees' poor performance.

Press, I (2002), established that these activities are also required to monitor the progress of the organization towards the goals. They are used to make adjustments to achieve the desired targets more effectively and efficiently. Some of the approaches that can be used to achieve these desired targets, and a planned, comprehensive strategy towards increasing the Organizational Performance are:

Benchmarking: This is a method of using standard measurements in an industry or a service for comparing the growth of the organization with others, in order to gain a perspective on the

performance of the organization. The results that are acquired by the comparisons can be used to improve the overall performance and processes of the organization. Benchmarking can be defined as a quality initiative. It is a process of understanding, Identifying and adapting the prominent practices that are being used by organizations around the globe. This would assist your organization in improving its performance.

Balanced Scorecard: This method focuses on four indicators that include: Internal Business Processes, Customer Perspectives, financing, growth and learning. These indicators are used to monitor the progress of the organization towards the strategic goals planned by them. The Balanced Scorecard is an approach for the performance management, that focuses on different performance indicators, that help in the monitoring the progress of the organization's desired targets.

The major issue in all services organizations is the motivation of employees whether they are skilled or unskilled or professionals. Employee motivation is also a major issue for the commercial banks. It is a today's challenge for the management in this competitive world to motivate employees to offer efficient and good services that customers expect so for. The employees' motivation, their enthusiastic and energetic behavior towards task fulfillment play key role in successes of an organization to benefit (Cheng, 2005).

Since organizations employ people with different goals from those of theirs and expect these employees to achieve organizational goals before their personnel ones. It's very important that managers look at these employees as an important key to the success of their organizations and give them what motivate them in order to maximize their output because they are the sources of ideas, are the problem solvers and decision makers (Peter 2008, Vroom 2002).

Without motivation , organizational goals may not be achieved and even though employers use the traditional method of stick or coercion to enforce attainment of organizational goals employees may choose to go strike or quit their jobs (Vroom 2004), therefore , effective motivation goes with willingness and ability to achieve organizational goals (Stoner, 2009).

Why do we need motivated employees? The answer is survival (Smith, 2004). Motivated employees are needed in our rapidly changing workplaces. Motivated employees help organizations survive. Motivated employees are more productive. To be effective, managers need to understand what motivates employees within the context of the roles they perform. Of all the functions a manager performs, motivating employees is arguably the most complex. This is due, in part, to the fact that what motivates employees changes constantly (Bowen & Radhakrishna, 2001). For example, research suggests that as employees' income increases, money becomes less of a motivator (Kovach, 2007). Also, as employees get older, interesting work becomes more of a motivator.

2.5 The relationship between employee motivation and organizational performance

According to Smith, B (2007) said that good relationship between employee motivation and organizational performance will encourage employee empowerment and participation consists of contribution of employees in administration and decision making associated to policies, objectives and strategies of the organization. According to Chao et al. (2004), employees' perceptive of the goals, standards and political principles of their firms were positively and significantly related to employee motivation and gratification towards work (Reena et al, 2009). Empowerment results in motivating employees that leads to constant expansion and organizational growth

According to Brewer et al. (2000), said that good relationship between employee motivation and organizational performance will encourage empowerment directs faster decision of customer

troubles for the reason that employees did not dissipate time referring customer objections to managers. Increased autonomy enhances work productivity, amplifies employees' wisdom of self-efficacy and their motivation to get upon and complete certain tasks (Mani, V, 2010). According to Brewer et al. (2000), managers should regard employees in decision-making procedures. Bhatti and Qureshi (2007) propose that employee participation in organization measures develop motivation and job-satisfaction level (Reena et al, 2009).

According to Sanderson (2003) said that good relationship between employee motivation and organizational performance will believe that empowerment creates motivation and energy in workforce to do their work efficiently and effectively (Amin. et al, 2010). Kuo et al. (2010) recommended that together the job characteristics of career revamp and employee empowerment are imperative characteristics in giving greater employee dedication and trustworthiness toward the organization and increased level of motivation (Reena et al, 2009). More the loyalty towards the organization and higher the motivation works best for the effectiveness and growth of a business.

According to Neuman (2009) said that good relationship between employee motivation and organizational performance will judge participative decision making as a set of planned procedures for systematizing individual sovereignty and autonomy in the perspective of faction accountability and associated to system-wide control. Employee participation and empowerment not only direct to efficiency, effectiveness and innovation but they also boost employee gratification, work motivation and trust in the organization (Constant. D, 2001). John Baldoni in his book 'Great motivation Secrets of Great Leaders', has discussed that empowerment and recognition encourages and motivates people to work. He elaborates it that empowerment grants people with responsibility and authority to act as it puts people in control of their own destinies Also he wrote that its

fundamental to our humanity that everyone needs to be recognized about how and what work they have done and next time they do it more efficiently for the sake of more recognition (John, B, 2005).

Employee motivation and organizational performance towards work refers to prospects of the employee about the organization and his approaches forward his service (Ali et al, 2011). Organizational performance or effectiveness refers to locating targets and attaining them proficiently in spirited and energetic surroundings (Constant.D, 2001). A study was done to examine the relationship of motivation and employee performance and motivation in the telecommunication and banking sector of Pakistan. A sample of 103 respondents was taken and Pearson correlation was applied. The results showed that there exists significant positive correlation (0.287) between employee performance and motivation (Muhammad et al, 2011).

The autocratic leadership styles, mechanistic design of organization and authoritarian rules as practiced in African organizations, are all where decision making is concerned only to top management and employees are just given orders to accomplish different tasks. In these types of organizational environment the employees may suppress innovativeness and their motivation hinders which has a direct negative effect on organizational performance, growth and effectiveness (Constant.D. et al, 2001).

An internally satisfied, delighted and motivated worker or employee is actually a productive employee in an organization which contributes in efficiency and effectiveness of organization which leads to maximization of profits (Matthew. J. et al, 2009). Thus from the literature and various studies fully supported that there exists a positive relationship between employee performance and motivation.

According to Armstrong (2006) said that good relationship between employee motivation and organizational performance will encourage employee performance in an organization where everyone works in expectation of some rewards (spiritual, financial and material), and welfare is one of them. In other words, the degree of reward influences the quality and quantity of work, and in turn improved performance. Hence, it is important to explore how to give the stimulus (welfare) in order to promote work motivation and performance of employees.

According to Armstrong (2006) said that good relationship between employee motivation and organizational performance will encourage implementation of employee benefit programmes affects employees' performance. Employee benefit programmes have greater impact on work-motivation than on productivity. Monetary benefit programmes are most highly valued by both executives and workers. There is a cognitive gap between management and worker on the importance of employee benefit programmes. Private-corporation employees have greater employee benefit demands than their public corporation counterparts. Female and male employees have different benefit demands.

Employee motivation is one of the policies of managers to increase effectual job management amongst employees in organizations (Shadare et al, 2009). A motivated employee is responsive of the definite goals and objectives he/she must achieve, therefore he/she directs its efforts in that direction. Rutherford (2000) reported that motivation formulates an organization more successful because provoked employees are constantly looking for improved practices to do a work, so it is essential for organizations to persuade motivation of their employees (Kalimullah et al, 2010).

Employee motivation and organizational performance will encourage leadership. Leadership is about getting things done the right way, to do that you need people to follow you, you need to have them trust you. And if you want them to trust you and do things for you and the organization, they

need to be motivated (Baldoni.J, 2005). Theories imply that leader and followers raise one another to higher levels of morality and motivation (Rukhmani.K, 2010).Motivation is purely and simply a leadership behavior. It stems from wanting to do what is right for people as well as for the organization. Leadership and motivation are active processes (Baldoni.J, 2005).

Employee motivation and organizational performance will encourage trust. Trust is defined as the perception of one about others, decision to act based on speech, behavior and their decision (Hassan et al, 2010). If an organization wants to improve and be successful, trust plays a significant role so it should always be preserved to ensure an organizations existence and to enhance employees' motivation (Annamalai.T, 2010). It can make intrapersonal and interpersonal effects and influence on the relations inside and out the organization (Hassan et al, 2010).

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter dealt with the methods and tools the researcher used in data collection and analysis. According to Leedy and Ormoed (2001) research methodology refers to “the general approach the

researcher takes in carrying out a research project”. On the other side, Kothari (2004) defines research methodology as a scientific and objective understanding of how research is conducted. Through it; various steps was employed in conducting this research problem.

This chapter presented different methods that were adopted in collecting and interpreting data related to the study by discussing choices related to: research design, study population, sampling techniques, sample size, sources of data, data collection methods and instruments, data management and data analysis, quality control methods, ethical considerations and limitations of the study.

3.1 Research design

According to Kothari (2004), research design is the arrangement of conditions for collection and analysis of data in a manner that aims at combining relevance to the research purpose. A research design can be thought of as the structure of research. It is the glue that holds all the elements in a research project together. In other words, a research design is the conceptual structure within which research is conducted stated by Kombo & Tromp (2006).

A case study research design was employed during the study. It involved gathering quantitative data that described the events and then organize, tabulate, depict and describe the data collected. To describe data and characteristic research was the goal of descriptive research. It was an accurate method of collecting information that demonstrates relationships. Case study research design also excelled at bringing to an understanding of a complex issue or object and extended experience and strength to what was already known through previous research.

3.2 Area of the study

The study was conducted at Kitovu Hospital located in Nyendo Ssenyange division, Masaka Municipality-Masaka District. The area was chosen because the transport cost was slightly cheaper

and the language used in the area was known by the researcher and also has adequate number of potential respondents thus making it easy to interact and get the relevant data.

3.3 Study population

A population is defined as the total collection of elements about which we wish to make some inferences (Oso & Onen, 2008; Blumberg, 2008). According to Mugenda and Mugenda (2009) and Sapsford (2009), population is the entire set of individuals' events or objects having observable characteristic about which organization of research findings can be made. This study targeted a total population of 50 respondents from organization (Kitovu hospital employees). This was because all these categories of respondents were believed to be knowledgeable about employee motivation and organizational performance.

3.4 Sampling techniques

Wangusa (2016) defines sampling as the process of selecting a group of people, events, behavior, or other elements with which to conduct a study.

Sampling techniques were the procedure that a researcher uses to gather people, places or things to study. It was also the process of selecting a number of individuals or objects from a population such that the selected group contains elements representative of the characteristics found in the entire group (Kombo and Tromp, 2006).

In this case, purposive sampling was used because it was best suited for selecting information rich cases for in depth study. According to Oso and Omen (2017), purposive sampling was a technique whereby one used ones common sense to determine the people from whom to gather information. It was a non random technique that did not need a set number of informants. The researcher decided what needed to be known and sets out to find people who can and were willing to provide the information by virtue of knowledge or experience (Bernard 2002, Lewis & Sheppard, 2006). The

researcher used purposive sampling technique in collecting the information. Therefore, the researcher used this technique because it gathered in-depth information from respondents since the respondents were believed to have more information necessary for the study.

In this study, the researcher also used simple random sampling to select the respondents that are to be involved in the study. Sekaran (2003) asserted that this technique ensured that all elements in the population had equal chances of being selected. Also Kombo and Tromp (2006) added that all you need in this technique was a relatively small, clearly defined population which the researcher had already. They also put it that the samples yielded research data that could be generalized to a larger population. Oso and Onen (2008) went ahead to agree with all the above as they confirm that in this technique one was able to select a sample without bias from the target / accessible population and it ensured that each member of the target population had an equal and independent chance of being included in the sample. Therefore, the essence of these techniques was to offer equal opportunities to all members in the study population.

3.5 Sample size

Amin (2005) defined sample size as the number of elements or portion of the study population whose results can be generalized to the entire population.

The sample was a collection of some (subset) elements of a population (Amin 2005). The study used a sample size of 44 respondents from a study population of 50 employees of Kitovu hospital as estimated basing on Krejcie and Morgan's table (1970) as adapted by Sekaran (2003) for decision on sample size selection.

$$n = \frac{N}{1 + Ne^2}$$

Whereby n=sample size, N=Population, e=Precision level (0.05).

$$n = \frac{N}{1 + Ne^2}$$

$$1+ N (0.05^2)$$

$$n = \frac{50}{1+50 (0.05^2)}$$

$$1+50 (0.05^2)$$

$$n = \frac{50}{1.125}$$

$$1.125$$

n = 44 respondents

In all, the study used a sample size of 44 respondents selected from a study population of 50 employees in the organization that generated the needful information. The respondents were evenly selected from all the departments in the organization had all the area represented.

3.6 Sources of data

3.6.1 Primary sources

This was the first hand information got from the respondents that was not got before going to the field to collect, it was got from the respondents their and then through interviewing, observation, questionnaires and it had the advantage that it saved time and quick information was got from the respondents.

3.6.2 Secondary source

This was the second hand information that was got from the already published information like the textbooks, libraries, internet, journals and other and the advantage was that it gave ready and enough information and the disadvantage was that it took a lot time and costly.

3.7 Data collection methods and instruments

Schindler (2011) states that data collection methods refer to the process of gathering data after the researcher has identified the types of information needed which was; the investigative questions

the researcher must answer and had also identified the desired data type (nominal, ordinal, interval or ratio) for each of these questions and also ascertained the characteristics of the sample unit that was, whether a participant could articulate his or her ideas, thoughts and experiences. Therefore data collection methods and instruments that were used in the collection of data include the following;

3.7.1 Questionnaires

The researcher used structured questionnaires to collect data. This was used to create focus on the area of the study and to get accurate information. Questionnaires were distributed to concerned employees and these questionnaires contained both closed and open questions that facilitated coding and data analysis. In applying this tool, the researcher had to explain fully what the research was all about to the respondents and this helped them to understand fast and provide answers quickly. This was the easiest way of collecting data that helped the researcher to get response from unreachable persons and gave respondent enough time to think and gave well thought out answers.

3.7.2 Interview

This involved physical interviewing of the respondents who included various employees at the Kitovu hospital, since it was a face to face method; the researcher was able to get information from the respondents' who were not convenient with the other methods of data collection.

Interviews were employed because they were easily adaptable and effective since they encouraged probing for deeper information on part of the researcher. The interviews were structured and thus comprised of a set of issues on which the researcher wished to draw data and the same questions posed to the respondents using a guide to conduct the interview. This meant that possibilities of rigidity which could be associated with interviews were eliminated (Bryman, 2008; Mutasa, 2010).

3.7.3 Document analysis

Document analysis involved reviewing existing published and unpublished information relating to the topic under investigation. The researcher reviewed publications and reports from the organization and other researcher generated documents, journals and reports. References from which data was drawn were recognized in this study.

3.8 Data management and analysis

Data management is a term that describes the organization, storage, preservation, and sharing of data collected and used in a research project (University of Pittsburg 2017). Descriptive statistics, pie-charts and graphs were used to manage the collected data. This permitted the researcher to turn the collected raw data into meaningful information. The researcher ensured good data management that helped him or her to prevent errors and increased the quality of his or her analysis.

The whole process started immediately after data collection and ended at the point of interpretation and processing data was called data analysis, Cooper & Schindler, (2014). It helped to identify statistical patterns and relationships between variables used in the research.

Data analysis was taking the data apart to determine individual responses and then put it together and summarize it (Creswell, 2012). Data analysis was the way of sorting the data so as to establish statistical patterns and identification of relationships. Mostly descriptive statistics analysis was used to analyze data obtained from respondents through the questionnaire. These included percentages, frequencies and tables which were the major types of the descriptive statistical analysis of the study. SPSS Software was used to enter data collected from respondents. The collected data/information from primary sources were edited, coded, summarized and analyzed by using SPSS software and tabulation also entered data collected from sources through questionnaire.

3.9 Quality control methods

In order to reduce the possibility of getting the wrong answer, attention was kept to the particulars on the reliability and validity (Saunders et. al; 2003).

3.9.1 Validity

Validity refers to the degree to which study accurately reflect or assesses the specific concepts the researcher is attempting to measure (Fidel, 2003). The types of validity include internal validity which clearly indicated the principles of cause and effects in research, External validity which clearly focused on the effects of research that can be generalized. In this case, the researcher measured the variables which were on employee motivation and organizational performance. Therefore the researcher administered the questionnaires to the randomly selected respondents to test the validity and accuracy of the instruments. The validity of the questionnaire was determined by ensuring that questions or items in it conformed to the study's Conceptual Framework.

3.9.2 Reliability

According to Saunder et al; (2003), reliability refers to the degree to which data collection method will yield consistent findings, similar observations which were made or conclusions reached by other researchers. Cooper and Schindler (2003) have defined reliability as many things to people, but in most contexts the notion of consistency emerges. The researcher re-tested his research instruments within a fortnight after having distributed a few of the questionnaires to a selected number of supervisors and experts to prove their reliability.

To ensure the reliability and validity of this study, the researcher cautiously in his or her capacity interpreted all gathered information throughout the entire research. Data that was collected from the hospital was carefully compared and also evaluated to obtain the highest possible level of reliability and validity. In addition, the researcher also established the reliability of the

questionnaires by computing the alpha coefficient of the questions that constituted the dependent variable and that of the questions that constituted the independent variable.

3.10 Ethical considerations

Ethical considerations refer to the research principles that were adhered to while conducting the research study. Amin (2005) points out that it is always prudent to conduct research studies in accordance with higher moral values. Therefore; the researcher got an introductory letter from the university that was used to take researcher to the field to collect data from the field. In addition, the researcher met with all the relevant authorities and make appointments to carry out the research. The researcher took all the information collected to be confidential in order to avoid it from getting exposed to unauthorized audience.

3.11 Limitations of the study

The researcher expects to meet the following limitations;

The researcher faced a limitation of time, because research was a process needs a lot of time and yet the available time may not be enough. This limited the success of the study as respondents require enough time to tally and answer the questionnaires as most of them were busy doing their work.

The researcher faced some respondents who gave false information. Some respondents were mean with their information, others intentionally would give wrong information yet others may misinterpret questions and end up giving false answers.

Some respondents were unable to read and write therefore, these compromise giving authentic answers. However, the researcher tried to translate questions into the local language to solve this problem.

The researcher faced shortages of funds. Carrying out research was so expensive in terms of money. Money for example for transport, meals, typing and printing among others, however the researcher solved this problem by borrowing the some funds from friends and typing the worker by myself.

CHAPTER FOUR

PRESENTATION OF THE ANALYSIS AND DISCUSSION OF FINDINGS

4.0 Introduction

This chapter presents the findings of the study. The chapter highlights the back ground information of the respondents of Kitovu hospital-Masaka district. Discussion and analysis of the different responses to some key questions is also done in this chapter following the research objectives which include; to find out how organizations motivate their employees, to establish the factors affecting organizational performance and to establish the relationship between employee motivation and organizational performance of Kitovu hospital.

4.1 Response Rate

Table 1: Response Rate

Response Rate	Frequency	Percentage (%)
Returned	44	100

Unreturned	-	-
Total	44	100

Source: Primary data

Out of a total number of 44 questionnaires distributed, all 44 respondents responded which means that the response rate was at 100%. The questionnaires were distributed equally. This means that the respondents were equal. However, in the researcher`s view the 100% response was adequate for reliable findings. It is more than the limits advocated by Cooper (2003) for research reliability.

4.1 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 Kitovu hospital.

4.1.1 Gender of respondents

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

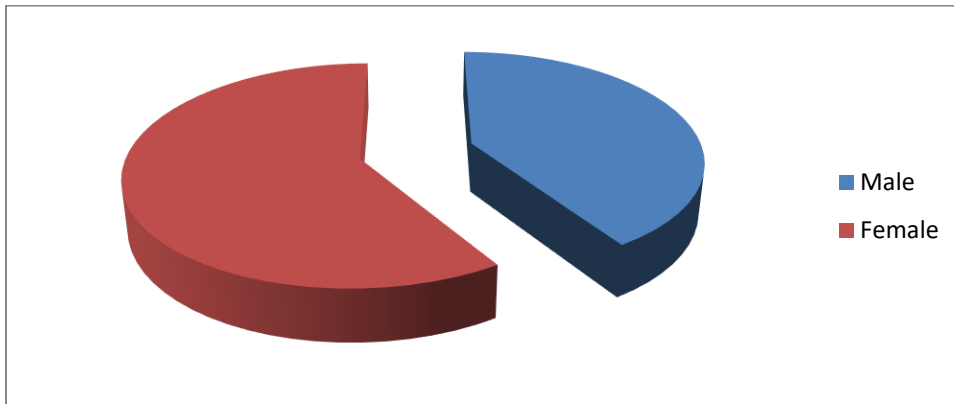
Table 2: Gender of respondents

Gender	Frequency	Percentage
Male	18	40.9
Female	26	59.1
Total	44	100

Source: Primary data

From table 3, it can be noted that Kitovu hospital employs both the male and female employees though the majority are female being represented by 59.1% while male are represented by 40.9%. This implies that Kitovu hospital employees both the male and the female although there is a difference of 18.2%. It is an indication that Kitovu hospital is not biased in employing its employees since gender distribution was almost equal.

Figure 1 showing gender of respondents



Source: Primary data

4.1.2 Marital status of respondents

Respondents were asked to state their marital status and below are the responses.

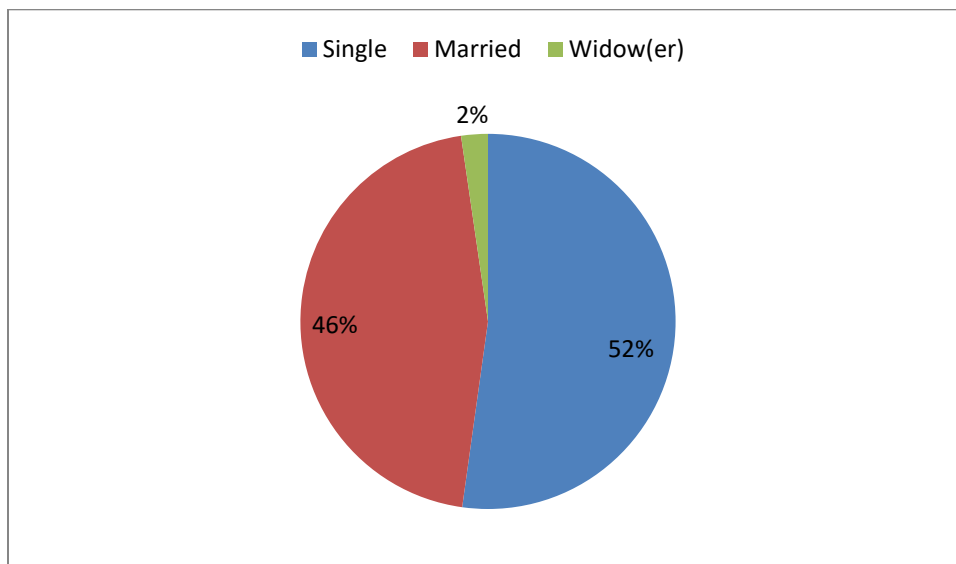
Table 3: Marital Status

Marital Status	Frequency	Percentage
Single	23	52.2
Married	20	45.5
Widow(er)	1	2.3
Total	44	100

Source: Primary data

Table 4 shows that 52.2 percent of the respondents who work with Kitovu hospital are single, the married are 45.5 percent and the widow(er) being only 2.3 percent. This implies that Kitovu hospital employs single workers as indicated in the above table. This means that all status of the population was represented in the study. Therefore, management should increase the number of singles being recruited since such a labour force is more productive and not attached to so many responsibilities. This means that the Kitovu hospital is having employees who are young and energetic people in the service and are ready to serve for long time provided they are motivated enough to stay. The needs of people in this age bracket are to satisfy the lower-level needs (psychological, safety and social) first predominant before the higher-level needs as proposed in the Maslow's (2006) hierarchy of needs.

Figure 2 showing marital status of respondents



Source: Primary data

4.1.3 Age bracket of respondents

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

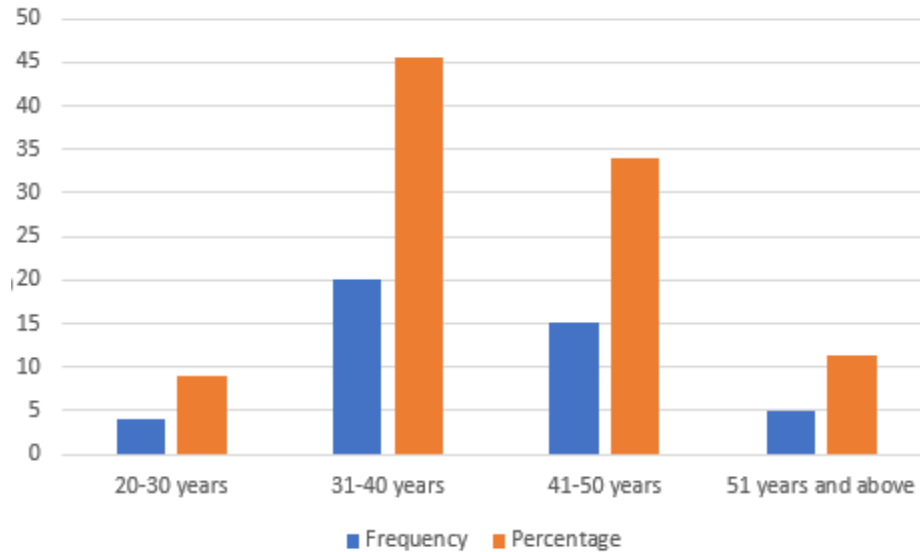
Table 4: Age bracket

Age Bracket	Frequency	Percentage
20-30 years	04	9.1
31-40 years	20	45.5
41-50 years	15	34.1
51 years and above	05	11.3
Total	44	100

Source: Primary data

From table 5 above, it is seen that 45.5 percent of the respondents who work with Kitovu hospital are within the age group of 31-40 years followed by those in the age group of 41-50 years at 34.1 percent. Those in the age group of 51 years and above are 11.3 percent and lastly those below the age of 30 years at only 9.1 percent. This means that Kitovu hospital is more interested in people within the age group of 31-40 years 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 Kitovu hospital.

Figure 3 showing age bracket of respondents



Source: Primary data

4.1.4 Highest level of education attained by the employees.

Respondents were also asked to identify their educational levels and below are the responses.

Table 5: Highest level of education attained

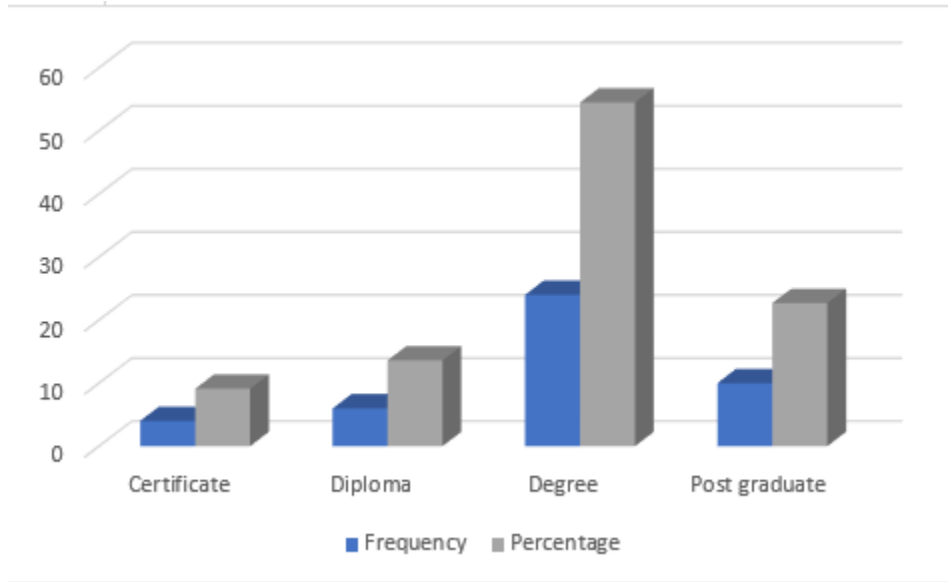
Education Level	Frequency	Percentage
Certificate	4	9.1
Diploma	6	13.6
Degree	24	54.5
Post graduate	10	22.7
Total	44	100

Source: Primary data

Table 6 shows that 54.5 percent of the respondents who work with Kitovu hospital are degree holders, followed by those with post graduate at 22.7 percent, diploma holders at 13.6 percent and lastly certificate holders at 9.1 percent. This means that Kitovu hospital 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.

Figure 4 showing highest level of education attained



Source: Primary data

4.1.5 Duration in service

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

Table 6: Length at work

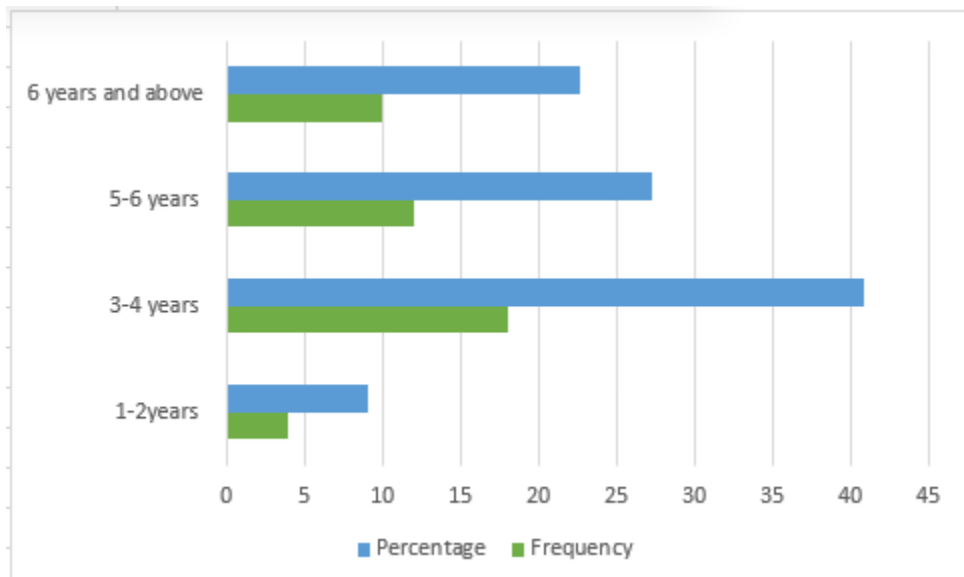
Duration in service	Frequency	Percentage
1-2years	04	9.1
3-4 years	18	40.9

5-6 years	12	27.3
6 years and above	10	22.7
Total	44	100

Source: Primary data

From table 7 above, 40.9 percent of the respondents have worked with Kitovu hospital in 3-4 years, followed by 27.3 percent have worked between 5-6 years, 22.7 percent have worked for 6 years and above and lastly 9.1 percent of the respondents have worked with Kitovu hospital between 1-2 years. Using the above results it means that Kitovu hospital is serviced by employees who joined in 3-4 years. It's an indication that Kitovu hospital cannot maintain its employees for a long period of time explaining a high staff turnover within Kitovu hospital. Therefore, Kitovu hospital should carryout intensive research to find out why there is high labor turnover. This will help the hospital in retaining skilled and competent employees.

Figure 5 showing duration in service



Source: Primary data

4.2 Findings on how organizations motivate their employees

4.2.1 Wages and salaries

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

Table 7: Wages and salaries

Statement	Frequency	Percentage
Strongly agree	1	2.3
Agree	4	9.1
Not sure	6	13.6
Disagree	18	40.9
Strongly disagree	15	34.1
Total	44	100

Source: Primary data

Table 8 showed that the majority of the respondents disagreed with the statement that wages and salaries do not motivate them with 40.9%, followed by 34.1% strongly disagree, 13.6% of the respondents were not sure, 9.1% agreed to the statement and only 2.3% strongly agreed with the statement. It is clear that the majority disagreed with the statement and this implies that the salaries given to staff members have an impact on the levels of performance though Kitovu hospital 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. This reinforces Frederick Herzberg (2008) doctrine that money is not a motivational factor: increased wages and salaries could produce more commitment to production but their effect was declared to be short-lived but commitment and involvement were to come from

other factors - the motivational factors, such as the opportunity for personal growth, challenge in the job and, more recently, opportunities to join in the decision-making process. This implies that other non-monetary incentives schemes should be given to workers to have the necessary effects.

4.2.2 Payment in time

Respondents were asked whether they are always paid in time and the following information was obtained.

Table 8: Timely payments

Statement	Frequency	Percentage
Strongly agree	2	4.5
Agree	15	34.1
Not sure	5	11.4
Disagree	20	45.5
Strongly disagree	2	4.5
Total	44	100

Source: Primary data

From table 9 above, it was revealed that 45.5% of the respondents disagree with the statement that they are not paid in time, 34.1% of the respondents were in agreement with the statement, 11.4% of the respondents were not sure and 4.5% of the respondents strongly agreed and strongly disagreed respectively with the statement. This means that Kitovu hospital does not use this tool as a motivator for its employees. Management should revise its payment schedules and endeavor

always to pay in time. This is because it rewards them for reaching specific goals or producing high quality results in the workplace and it's considered as the most powerful motivator. This will also help employees in meeting their demands and ensuring proper budgeting of their funds. Beer and Cannon (2004) states that in addition to payment in time, a manager can give an employee increased responsibility and the result is greater productivity and quality service to customers resulting in better performance of the organization.

4.2.3 Piece rate system

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

Table 9: Work load and payment

Statement	Frequency	Percentage
Strongly agree	3	6.8
Agree	5	11.4
Not sure	15	34.1
Disagree	15	34.1
Strongly disagree	6	13.6
Total	44	100

Source: Primary data

From table 10 above, it was noted that most of the respondents were in total disagreement and not sure at all with the statement with 34.1% respectively, 13.6% of the respondents strongly disagreed with the statement, 11.4% of the respondents agreed with the statement and 6.8% of the respondents strongly agreed that the hospital pays its workers according to the work done. Going with the majority, Kitovu hospital 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 and also provides benefits to organizations and makes sense of belonging and pride in the workforce. This is in agreement with the earlier revelations made by Taylor (2013) 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.

4.2.4 Employee fringe benefits

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

Table 10: Fringe benefits

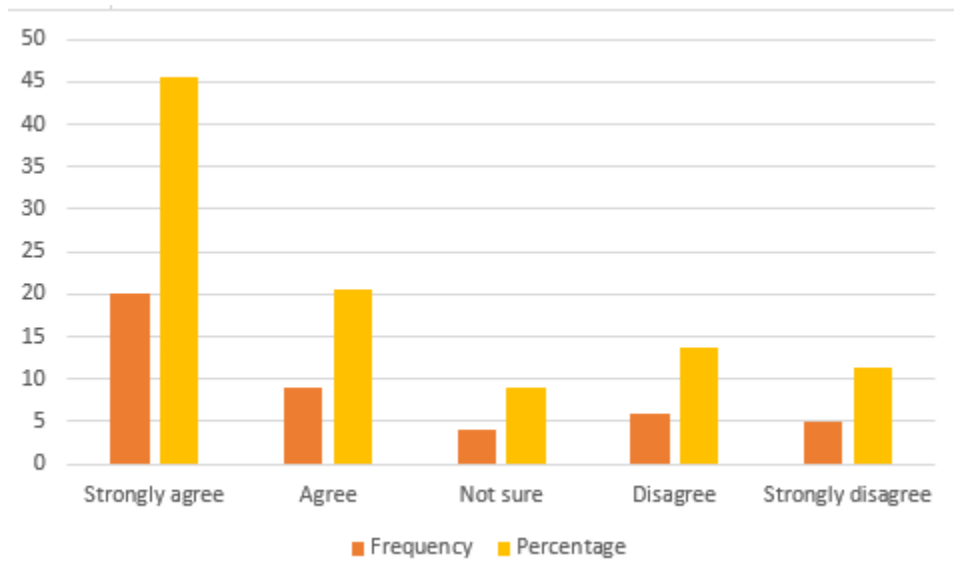
Statement	Frequency	Percentage
Strongly agree	20	45.5
Agree	09	20.5
Not sure	04	9.1
Disagree	06	13.6
Strongly disagree	05	11.4
Total	44	100

Source: Primary data

Table 11 showed that 45.5% of the respondents strongly agreed that the hospital provides fringe benefits, 20.5% of the respondents agreed to the statement, 13.6% of the respondents disagreed, 11.4% of the respondents strongly disagreed and 9.1% of the respondents were not sure with the statement. This means that the hospital 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. Fringe benefits also called “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. He asserts that these encourage loyalty to the company such that employees may stay longer with the company. (Doellgast, 2006)

Figure 6 showing fringe benefits



Source: Primary data

4.2.5 Bonus payment

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

Table 11: Bonus payments

Statement	Frequency	Percentage
Strongly agree	15	34.1
Agree	10	22.7
Not sure	10	22.7

Disagree	6	13.6
Strongly disagree	3	6.8
Total	44	100

Source: Primary data

Table 12 shows that 34.1% of the respondents strongly agreed with the statement that when employees meet the set targets, they are paid a bonus followed by 22.7% of the respondents who agreed and were not sure to the statement respectively, 13.6% of the respondents disagreed to the statement and 6.8% of the respondents strongly disagreed with the statement. It is an indication that Kitovu hospital uses bonuses to motivate its employees. Management should consistently revise its bonus payment practice in order to maintain the present employee satisfaction. Marler (2009) 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.

4.2.6 Employee training

Respondents were asked whether Kitovu hospital provides training to its employees most of the times.

Table 12: Staff training

Statement	Frequency	Percentage
Strongly agree	3	6.8
Agree	1	2.3
Not sure	15	34.1
Disagree	12	27.3

Strongly disagree	13	29.5
Total	44	100

Source: Primary data

From table above, it was revealed that 34.1% of the respondents were not sure with the statement whether the Kitovu hospital provides them with training most of the times. However, 29.5% of the respondents strongly disagreed with the statement, 27.3% of the respondents disagreed, 6.8% of the respondents strongly agreed with the statement and 2.3% were not sure. This means that training is not one of the tools that the council is using at the moment to motivate its employees. The management of Kitovu hospital should take up the tool of training its employees to equip them with the necessary skills needed to produce quality work in the organization. Hammer (2010), asserts that, an employee will be motivated to do something if he has the mental ability and skills to accomplish it. He writes that when employees are trained, they get the knowledge to deconstruct tasks and challenges thereby feeling less intimidated by their jobs/tasks.

4.2.7 Employee rotation

Respondents were asked whether Kitovu hospital rotates its employees within the organization to prevent boredom.

Table 13: Job rotation

Statement	Frequency	Percentage
Strongly agree	4	9.1
Agree	8	18.2
Not sure	2	4.5
Disagree	12	27.3
Strongly disagree	18	40.9

Total	44	100
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Source: Primary data

Concerning whether Kitovu hospital rotates its employees within the organization to prevent boredom, most of the respondents strongly disagreed with the statement with 40.9%, 27.3% disagreed, 18.2% of the respondents agreed to the statement, 9.1% strongly agreed and 4.5% were not sure. However, basing on the majority of the respondents, it can be noted that the council does not rotate its employees which creates boredom. Therefore, management should endeavor to rotate its employees within the organization as a way of preventing boredom and facilitating interaction amongst the employees. Fowler (2011) revealed that when an employee does one kind of job week-in week-out, he or she will always get de-motivated to carry on with his or her 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.

4.2.8 Sense of responsibility at work

Respondents were asked to indicate whether they are given a sense of responsibility at the work place.

Table 14: Degree of responsibility

Statement	Frequency	Percentage
Strongly agree	14	31.8
Agree	20	45.5
Not sure	3	6.8
Disagree	6	13.6
Strongly disagree	1	2.3

Total	44	100
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Source: Primary data

Table 15 showed that 45.5% of the respondents who work with Kitovu hospital were in agreement that they are given a sense of responsibility at the work place. This was followed by 31.8% of the respondents who strongly agreed with the statement, only 13.6% disagreed with the statement, 6.8% of the respondents were not sure and 2.3% of the respondents strongly disagreed with the statement. This means that the council uses responsibility as one of its tools to motivate its employees. This is in agreement with Fredrick Hertz's (2012) hygiene theory which postulates that responsibility at work motivates employees. This motivation practice should be maintained by Kitovu hospital management. However there are also factors that would de-motivate an employee if not present but would not in themselves actually motivate employees to work harder (hygiene factors). Hygiene factors are factors which surround the job rather than the job itself. For example a worker will only turn up to work if only the business has provided a reasonable level of pay and safe working conditions but these factors will not make him work harder at his job once he is there (Frederick, 2013).

4.2.9 Employee promotion

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

Table 15: Staff promotions

Statement	Frequency	Percentage
Strongly agree	10	22.7
Agree	15	34.1
Not sure	14	31.8

Disagree	4	9.1
Strongly disagree	1	2.3
Total	44	100

Source: Primary data

From table 16 above, it was noted that the majority of the respondents were in agreement with the statement that when someone performs well consistently they are promoted with 34.1%, 31.8% were not sure, 22.7% strongly agreed, 9.1% disagreed while only 2.3% strongly disagreed with the statement. This therefore, means that Kitovu hospital uses promotions as its tool to motivate its employees a practice that management should maintain. Promotion has its importance due to the fact that it carries with it a significant change in the wage package of an employee (Murphy, 2005). This implies that promotion leads to a raise in the salary hence more employee performance and in the long run enhances organization performance. Promotion follows a defined set pattern which is outlined in the employment bond (Doeringer & Piore, 2001). Promotion enhances the yield of the organization when an employee climbs a promotion ladder on the basis of his/her seniority and resultantly he gets an increased wage.

4.2.10 Equal treatment of employees

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

Table 16: Fair treatment of staff

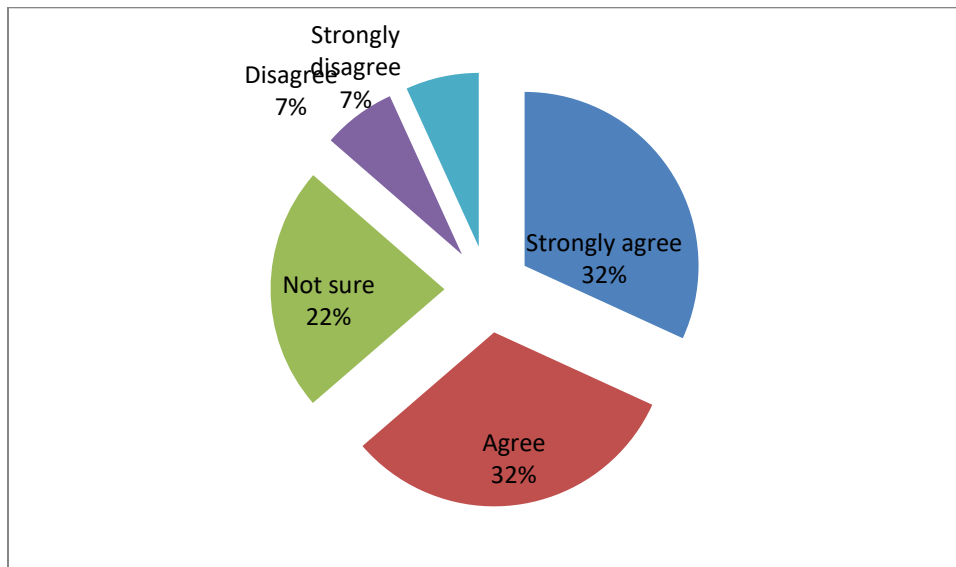
Statement	Frequency	Percentage
Strongly agree	14	31.8
Agree	14	31.8
Not sure	10	22.7
Disagree	3	6.8

Strongly disagree	3	6.8
Total	44	100

Source: Primary data

Table 17 showed that most of the respondents strongly agreed and agreed that depending on someone's efforts, experience and education, the hospital relatively treats its employees equally with 31.8% respectively, 22.7% were not sure with the statement, while 6.8% disagree and strongly disagreed with the statement. This means Kitovu hospital treats its employees fairly 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. 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 fairly treating them and making them feel special. He adds that the more satisfied the employee is, the better he/she will perform

Figure 7 showing fair treatment of staff



Source: Primary data

4.3 Findings on the factors affecting organizational performance

4.3.1 Motivation and employee performance

Respondents were asked to indicate whether motivation is the most important factor of organizational performance and the following information was obtained.

Table 17: Motivation and staff performance

Statement	Frequency	Percentage
Strongly agree	22	50.0
Agree	00	0.00
Not sure	16	36.4
Disagree	00	0.00
Strongly disagree	06	13.6
Total	44	100

Source: Primary data

Considering motivation as the most important factor in organizational performance, 50% of the respondents strongly agreed to the statement, 36.4% of the respondents were not sure while only 13.6% of the respondents strongly disagreed to the statement. These findings are in agreement with the earlier revelations made by Kathleen (2004), that in order to improve organizational performance the employee needs to be motivated. Management should maintain this practice of motivating its employees and even research for more new motivation tools.

4.3.2 Goal clarity and performance

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

Table 18: Goal clarity

Statement	Frequency	Percentage
Strongly agree	15	34.0
Agree	20	45.5
Not sure	05	11.4
Disagree	01	2.3
Strongly disagree	03	6.8
Total	44	100

Source: Primary data

Table 19 showed that 45.5% of the respondents who work with the hospital agreed that goal clarity can help employees to improve on level of performance in the organization, followed by 34.0% of the respondents who strongly agreed to the statement, 11.4% of the respondents were not sure, 6.8% of the respondents strongly disagreed and only 2.3% of the respondents disagree. These findings were 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.

4.3.3 Working conditions and performance

Respondents were also asked to indicate whether the working conditions can greatly improve organizational performance.

Table 19: Working conditions

Statement	Frequency	Percentage
Strongly agree	15	34.1
Agree	12	27.3
Not sure	08	18.2
Disagree	06	13.6
Strongly disagree	03	6.8
Total	44	100

Source: Primary data

From table 21, it was noted that 34.1% of the respondents strongly agreed that working conditions can greatly improve on the performance of the organization, 27.3% of the respondents agreed with the statement, 18.2% of the respondents were not sure, 13.6% of the respondents disagreed to the statement while only 6.8% of the respondents strongly disagreed. 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 organizational performance. In his studies on performance, Rynes (2004), found out that performance might not occur if the environmental conditions are so unsuitable as to present insurmountable barriers to performance. He writes that Most of us can successfully drive our cars on windy days but none of us can drive through a tornado. In less dramatic terms, missing tools

and equipment, competing priorities, a repressive climate and other factors can interfere with our ability to perform as expected, regardless of our motives or our repertoire, the presence or absence of feedback and the quality of the mental models that guide our thinking and actions. In short, the task environment must support the desired performance; at the very least, it must be manageable. Thus management of Kitovu hospital should endeavor to improve on the working conditions of employees for better performance.

4.3.4 To achieve any goal, an employee must be flexible and suitable for the job

Respondents were asked about flexibility of an employee and suitability for the job in order to achieve any goal. The findings obtained were as follows

Table 20: To achieve any goal, an employee must be flexible and suitable for the job

Statement	Frequency	Percentage
Strongly agree	18	40.9
Agree	12	27.3
Not sure	8	18.2
Disagree	2	4.5
Strongly disagree	4	9.1
Total	44	100

Source: Primary data

The findings of the study showed that the majority of the respondents in Kitovu hospital, strongly agreed that in order to achieve any goal in the organization, an employee must be flexible and suitable for the job 18 (40.9%) strongly agree, and 12 (27.3%) agree, 8(18.2%) were not sure, 4(9.1%) strongly disagreed and 2(4.5%) disagreed with the statement. Nickols (2003) writes that to achieve a goal, the people working toward it must possess a suitable, flexible repertoire. They

must be able to engage in whatever behaviors are necessary to obtain that goal despite changing circumstances and environmental disturbances. In some cases, this will involve carrying out a routine that has been specified in advance by someone else. In other cases, it will require figuring out on the spot an appropriate course of action. He concludes that in many situations, the end to be achieved will remain constant but the conditions under which it is to be attained will vary. Therefore, employees need to possess a suitable and flexible repertoire. Thus, management should always ensure that there is flexibility and suitability of employees for the job so as to achieve the goals of the organization thus improves performance among the employees as well as in the organization.

4.3.5 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 21: Knowledge of the structure

Statement	Frequency	Percentage
Strongly agree	20	45.5
Agree	10	22.7
Not sure	7	15.9
Disagree	2	4.5
Strongly disagree	5	11.4
Total	44	100

Source: Primary data

Table 23, results showed that the majority of the respondents strongly agreed with the statement with 45.5%, 22.7% agreed with the statement, 15.9% were not sure, 11.4% strongly disagreed and

4.5% disagreed with the statement. Therefore the majority of the respondents strongly agreed 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. According to Fred (2003), figuring out what to do in a particular situation requires knowledge of the structure of that situation. People must understand the elements that make up the situation, how those elements are connected to one another and the relationships that exist between and among these elements. This knowledge of the structure of the situation allows people to say how the actions they take will lead to the result they seek. It also allows them to say, for a given result, the actions that will lead to it. Absent this knowledge, action is little more than a shot in the dark and achieving desired results depends mainly on luck or intuition. Management should uphold this practice such that employees can always know in which department to report the various issues that arise in the organization.

4.3.6 Feedback is a key in the improvement of an organization’s performance

The respondents were asked whether feedback is a key in the improvement of an organization’s performance. The findings obtained were tabulated as follows;

Table 22: Feedback is a key in the improvement of an organization’s performance

Statement	Frequency	Percentage
Strongly agree	17	38.6
Agree	18	40.9
Not sure	04	9.1
Disagree	03	6.8
Strongly disagree	02	4.5
Total	44	100

Source: Primary data

From table 24, it was noted that 40.9% of the respondents agreed, 38.6% of the respondents agree that working conditions can greatly improve on the performance of the organization, 9.1% were not sure while only 6.8% of the respondents disagreed and 4.5% strongly disagreed. 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 performance in the organization. Gerhart (2004) wrote that without information about actual conditions in relation to intended goals or results, no one can perform to standard. Such information is known as feedback. It informs progress, enables corrections and, eventually, signals attainment of the objective. For most hard tasks (i.e., tasks involving tangible products or other immediate and readily measured effects of one's actions), feedback is generally available without much effort on any-one's part. This is especially true when the main effects of a person's actions are the reactions of other people. Therefore, lack of good feedback leads to lack of correction and hence poor performance. Management should endeavor to improve on the working conditions of employees for better performance.

4.3.7 Modern technology and performance

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

Table 23: Modern technology

Statement	Frequency	Percentage
Strongly agree	15	34.1
Agree	20	45.5
Not sure	05	11.4
Disagree	03	6.8

Strongly disagree	01	2.3
Total	44	100

Source: Primary data

From table 25, it was revealed that most of the respondents who work with Kitovu hospital were in agreement that with modern technology, performance can always be better with 45.5%, 34.1% strongly agreed, 11.4% were not sure, 6.8% disagreed and 2.3% strongly disagreed with the statement. According to Samuel (2010), technology is primary tool that can be used to boost employee performance. He writes that improvement in technology accompanied by training of the employees can significantly increase their levels of performance because it reduces the stress that comes with doing the job manually. However, some of the respondents 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.

4.3.8 Ability, training, experience and performance

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

Table 24: Ability, training and experience

Statement	Frequency	Percentage
Strongly agree	12	27.3
Agree	14	31.8
Not sure	08	18.2
Disagree	06	13.6
Strongly disagree	04	9.1
Total	44	100

Source: Primary data

From table 26 above, the majority of the respondents (31.8%) were in agreement with the statement that an individual with ability, experience and training for a particular job, his/her performance is always going to be up which brings high performance in the organization, 27.3% strongly agreed, 18.2% were not sure, 13.6% disagreed and 9.1% strongly disagreed. The management should endeavor to consider the ability, training and experience of employees in order to improve on an individual's capability to perform hence organizational performance will be high. Herzberg (2008), adds that training makes the employee earn confidence to do a job thereby improving their attitude hence motivation.

4.3.9 A feeling of acceptance by the organization may improve its performance

Respondents were asked to indicate whether a feeling of acceptance by the organization may improve its performance.

Table 25: A feeling of acceptance by the organization may improve its performance

Statement	Frequency	Percentage
Strongly agree	10	22.7
Agree	15	34.1
Not sure	08	18.2
Disagree	05	11.4
Strongly disagree	06	13.6
Total	44	100

Source: Primary data

According to Table 27 above, it was noted that state that the majority of the respondents agreed with the statement that a feeling of acceptance by the organization may improve its performance,

22.7% strongly agreed with the statement, 18.2% of the respondents were not sure, 13.6% of the respondents disagreed and 11.4% strongly disagreed with the statement. Thompson (2003), employees have needs that they want to meet and employers have goals that they reach and they can work together as a team to satisfy the wants of both the employees and their employers. Workers who are motivated to help reach the goal of the employer and do so should be recognized with an incentive/reward.

4.4 Findings on the relationship between employee motivation and organizational performance of Kitovu hospital

4.4.1 With the help of the management, organizational performance has improved over time

Respondents were asked whether organizational performance has improved over time with the help of the management and below are the findings.

Table 26: With the help of the management, organizational performance has improved over time

Statement	Frequency	Percentage
Strongly agree	16	36.4
Agree	14	31.8
Not sure	00	0.00
Disagree	4	9.1
Strongly disagree	10	22.7
Total	44	100

Source: Primary data

From table above, it was noted that the majority of the respondents strongly agreed with 36.4%, 31.8% agreed to the statement, 22.7% strongly disagreed, 9.1% disagreed and none of the

respondents was not sure. Going with the majority, this means that with the help of management then organizational performance has improved over time. Therefore if employees are given the tools and the opportunities to accomplish, most will take on the challenge. Organizations can motivate employees to achieve more by committing to perpetual enhancement of their skills. Often, motivation programs improve employee's attitudes towards the organisations productivity, while bolstering self-confidence. Supporting this assertion, an analysis of factors which influence motivation-to-learn found that it is directly related to the extent to which training participants believe that such participation will affect their job or career utility. In other words, if the body of knowledge gained can be applied to the work to be accomplished, then the acquisition of that knowledge will be a worthwhile event for the employee and employer, (Coates *et al*, 2004).

4.4.2 My performance reduces when Kitovu hospital takes long to rotate the employees

The respondents were also asked to state whether performance reduces when Kitovu hospital takes long to rotate the employees and their responses are presented in the frequency table below;

Table 27: Performance reduces when Kitovu hospital takes long to rotate the employees

Statement	Frequency	Percentage
Strongly agree	18	40.9
Agree	16	36.4
Not sure	5	11.4
Disagree	3	6.8
Strongly disagree	2	4.5
Total	44	100

Source: Primary data

From the table above shows that the 40.9% of the respondents said that performance reduces when the hospital takes long to rotate the employees, followed by 36.4% who agreed with the statement, 11.4% were not sure, 6.8% of the respondents strongly disagreed and 4.5% disagreed. This implies that basing on the majority of the respondents, performance reduces when there is no rotation of employees in the organization. However, Clifton (2009) 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.

4.4.3 I always perform to my best when I know that am accepted at work

Under this aspect, the researcher was interested in I always perform to my best when I know that am accepted at work.

Table 28: I always perform to my best when I know that am accepted at work

Statement	Frequency	Percentage
Strongly agree	6	13.6
Agree	11	25.0
Not sure	3	6.8
Disagree	19	43.2
Strongly disagree	5	11.4
Total	44	100

Source: Primary data

As reflected to table 30, the majority of the respondents (43.2%) disagreed with the statement, (25%) agreed, (13.6%) strongly disagreed, (11.4%) strongly agreed and (6.8%) of the respondents were not sure. On the other hand of the interview, a majority of the respondents said that there is no way an organization can influence workers to perform better without acceptance at work.

According to Chowdhury, M. S., (2007), he asserts that it is a way of appreciating work done by employees and this may be done through praising good performance, many people have a feeling that their work must be appreciated and recognised, recognition is consistently acknowledged by different organisations and management as an important element in motivating employees and increase morale.

4.4.4 With the current motivation practices at Kitovu hospital, the performance of the organization is always going to reduce.

The respondents were asked to state the performance of the organization is always going to reduce with the current motivation practices at Kitovu hospital and their responses are presented in the frequency table below.

Table 29: With the current motivation practices at Kitovu hospital, the performance of the organization is always going to reduce.

Statement	Frequency	Percentage
Strongly agree	20	45.5
Agree	12	27.3
Not sure	02	4.5
Disagree	04	9.1
Strongly disagree	06	13.6
Total	44	100

Source: Primary data

From the table above shows that majority of the respondents with 45.5% strongly agreed with the statement, 27.3% agreed with the statement, 13.6% strongly disagreed, 9.1% disagreed and 4.5% of the respondents were not sure whether the performance of the organization is always going to

reduce with current motivation practices. 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 (2003) 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 which will not reduce the organization performance. 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. This implies that all motivation practices are necessary within the organization.

4.4.5 Employees often endeavor to meet the set targets to be paid a bonus

This aspect called for the employees often endeavor to meet the set targets to be paid a bonus.

Table 30: Employees often endeavor to meet the set targets to be paid a bonus

Responses	Frequency	Percentage
Strongly agree	15	34.1
Agree	6	13.6
Not sure	4	9.1
Disagree	12	27.3
Strongly disagree	7	15.9
Total	44	100

Source: Primary data

Table 32 above reveals that (34.1%) of the respondents agreed that employees often endeavor to meet the set targets to be paid a bonus, (27.3%) disagreed, (15.9%) strongly disagreed, (13.6%) agreed and (9.1%) of the respondents were not sure. In finding out what kind of bonuses these

respondents wanted and at what time basis, many viewed out that these bonuses come immediately after extra work has been completed. 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.

Mwanje (2000) believes that non-financial incentives 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. This shows that employees in Kitovu hospital earn their bonuses but after extra work has been completed.

4.4.6 There is a positive relationship between employee motivation and organizational performance

The respondents were also asked to state the relationship between employee motivations and organizational performance and their responses are presented the frequency table below.

Table 31: There is a relationship between motivation and organizational performance

Responses on the relationship	Frequency	Percentage
Strongly agree	12	27.3
Agree	18	40.9
Not sure	2	4.5
Disagree	3	6.8
Strongly disagree	9	20.5
Total	44	100

Source: Primary data

From the table above shows that the majority of the respondents with 40.9% agreed that there is a positive relationship between employee motivation and organization performance, 27.3% of the respondents strongly agreed, 20.5% of the respondents strongly disagreed, 6.8% of the respondents disagreed, and 4.5% of the respondents were not whether there is relationship between employee motivation and performance of an organization. Kressler, H. (2003), 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 Hersey (1996), Motivation is concerned with human behavior. It is the inner striving condition described as wishes, desires, drives or moves, human psychological characteristics, which includes the factors that cause channel and sustain human behavior. Therefore motivation deals with what makes people active. It's the influence force that gives rise to behavior involving creating conditions in which employees want to work and are willing to accept responsibility. This implies that basing on the majority of the respondents there is a positive relationship between employee motivation and organization performance.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter of the study deals at length with addressing the objectives of the study as: to find out how organizations motivate their employees, to establish the factors affecting organizational performance and to establish the relationship between employee motivation and organizational performance of Kitovu hospital.

The section further summarizes the main findings of the study by making conclusions, and recommendations. The chapter also suggests areas of further possible research.

5.1 Summary of findings

The study's first specific objective was to find out how organizations motivate their employees. The study discovered that that the majority of the respondents disagreed with the statement that wages and salaries do not motivate them with 40.9%. It is clear that the majority disagreed with the statement and this implies that the salaries given to staff members have an impact on the levels of performance though Kitovu hospital does not consider salaries and wages as its motivation tool. It was also revealed that 45.5% of the respondents disagree with the statement that they are not paid in time which means that Kitovu hospital does not use this tool as a motivator for its employees. Management should revise its payment schedules and endeavor always to pay in time. This is because it rewards them for reaching specific goals or producing high quality results in the workplace and it's considered as the most powerful motivator.

It was further noted that most of the respondents were in total disagreement and not sure at all with the statement with 34.1% respectively agreed that the hospital pays its workers according to the work done. 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 and also provides benefits to organizations and makes sense of belonging and pride in the workforce. Findings from the study respondents showed that 45.5% of the respondents strongly agreed that the hospital provides fringe benefits 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. These include company cars, health insurance, free meals, and education. The study findings showed that 34.1% of the respondents strongly agreed with the statement that when employees meet the set targets, they are paid a bonus, morale is boosted both personally and collectively.

The study findings also revealed that 34.1% of the respondents were not sure with the statement whether the Kitovu hospital provides them with training most of the times. This means that training is not one of the tools that the council is using at the moment to motivate its employees.

Concerning whether Kitovu hospital rotates its employees within the organization to prevent boredom, most of the respondents strongly disagreed with the statement with 40.9% of the respondents. However, basing on the majority of the respondents, it can be noted that the council does not rotate its employees which creates boredom.

Findings showed that 45.5% of the respondents who work with Kitovu hospital were in agreement that they are given a sense of responsibility at the work place. In addition, it was noted that the majority of the respondents were in agreement with the statement that when someone performs well consistently they are promoted with 34.1% of the respondents. This therefore, means that Kitovu hospital uses promotions as its tool to motivate its employees a practice that management should maintain. Promotion enhances the yield of the organization when an employee climbs a promotion ladder on the basis of his/her seniority and resultantly he gets an increased wage.

The study findings showed that most of the respondents strongly agreed and agreed that depending on someone's efforts, experience and education, the hospital relatively treats its employees equally with 31.8% respectively. This means Kitovu hospital treats its employees fairly in order to motivate them. Therefore the more satisfied the employee is, the better he/she will perform

The second objective was to find out the factors affecting organizational performance. The study discovered that motivation was considered as the most important factor in organizational performance, 50% of the respondents strongly agreed to the statement. This means that in order to improve organizational performance the employee needs to be motivated.

Findings showed that 45.5% of the respondents who work with the hospital agreed that goal clarity can help employees to improve on level of performance in the organization. The management should continue to clarify organizational goals to the employees for better performance. It was also noted that 34.1% of the respondents strongly agreed that working conditions can greatly improve on the performance of the organization hence better working conditions can help them to improve on the level of organizational performance.

The findings of the study showed that the majority of the respondents in Kitovu hospital, strongly agreed that in order to achieve any goal in the organization, an employee must be flexible and suitable for the job 18 (40.9%) strongly agree with the statement. Thus, management should always ensure that there is flexibility and suitability of employees for the job so as to achieve the goals of the organization thus improves performance among the employees as well as in the organization.

Findings from the study respondents showed that the majority of the respondents strongly agreed with the statement with 45.5% with the statement. Therefore the majority of the respondents strongly agreed 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. It was further noted that 40.9% of the respondents agreed that working conditions can greatly improve on the performance of the organization.

Findings revealed that most of the respondents who work with Kitovu hospital were in agreement that with modern technology, performance can always be better with 45.5% with the statement. However, some of the respondents' 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.

Findings revealed that the majority of the respondents (31.8%) were in agreement with the statement that an individual with ability, experience and training for a particular job, his/her performance is always going to be up which brings high performance in the organization.

Findings further noted that the majority of the respondents agreed with the statement that a feeling of acceptance by the organization may improve its performance with 22.7% of the respondents. Therefore workers who are motivated to help reach the goal of the employer and do so should be recognized with an incentive/reward.

Finally, the last specific objective was to find relationship between employee motivation and organizational performance of Kitovu hospital. The study findings noted that the majority of the respondents strongly agreed with 36.4% to the statement, this means that with the help of management then organizational performance has improved over time. Therefore if employees are given the tools and the opportunities to accomplish, most will take on the challenge.

Findings showed that the 40.9% of the respondents said that performance reduces when the hospital takes long to rotate the employees. This implies that basing on the majority of the respondents, performance reduces when there is no rotation of employees in the organization hence it helps the employers to maintain a certain level of motivation in employees.

The study findings revealed that the majority of the respondents (43.2%) disagreed with the statement. This means the majority of the respondents said that there is no way an organization can influence workers to perform better without acceptance at work.

It was also revealed that majority of the respondents with 45.5% strongly agreed with the statement whether the performance of the organization is always going to reduce with current motivation practices. 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.

The study findings revealed that (34.1%) of the respondents agreed that employees often endeavor to meet the set targets to be paid a bonus. In finding out what kind of bonuses these respondents wanted and at what time basis, many viewed out that these bonuses come immediately after extra work has been completed.

Findings also revealed that the majority of the respondents with 40.9% agreed that there is a positive relationship between employee motivation and organization performance. Therefore, 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. Thus motivation is the inner striving condition described as wishes, desires, drives or moves, human psychological characteristics, which includes the factors that cause channel and sustain human behavior.

5.2 Conclusions

From the findings, it can be concluded that motivation can be categorized in two types basing on whether the motivational states are internally or externally derived. These included intrinsic motivation and extrinsic motivation. 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 Kitovu hospital is the trying to motivate its employees though the tools it is using do not exactly match with the expectations of the employees.

It is clear from the study that the employee's motivation has direct impact on organizational performance. A highly motivated employee invests his or her best efforts in carrying out each and every element of his or her duties and responsibilities. Enhanced job performances of the employee will add value to the organization itself and to the employee's productivity. The empirical results of this study show that the motivation of the employee has advantages to the employee and the organization and the organization will keep the loyalty of the employee at the high peak. Also, the employee will trust his / her organization, supervisor and top management. From these observations of facts it is very clear that business organizations can survive and grow by taking care of their employees. In the free market economy under today's globalization only organizations which pursue high-performance focused on their employees can survive and growth rapidly and safely.

The research study has shown that management can make use of different tactics strategies and policies to motivate employees in work settings, but different tactics, strategies and policies would have a different motivational impact on diverse people.

This study highlights various aspects necessary for motivating employees to improve their performance. It is observed that there is direct and positive relationship between rewards and employee work motivation. It means that reward is directly proportion to employee work motivation. The change in rewards offered to employees necessarily changes the work motivation

and performance of employees. Better the rewards, the higher the levels of motivation and greater levels of employee

Formally most employees were satisfied if their basic needs were met. In today's world, employees want more, since an employee has become a Major focus for manager to do this effectively, manager to do this effectively, manager must keep their employees motivated, so that valuable employees stay in the company and perform at their best.

To motivate employees is not an easy task. Motivation of employees has to be built up over along times, and it can be destroyed in a today. There are many different ways of motivating employees. Every motivation theorist comes up with different approach.

Motivators differ from employee to employee, and also different according to the business sector. Today their job effectively, a manger need to take job effectively, manager need to take time and effort to understand what their employees are looking for in their work and try to meet these needs and wants to be best of their ability.

Regular assessment of employee's performance helps to improve organizational performance through improving individual employee performance; helps to identify and to recognize existing and potential employee's and also provide on equitable methods of matching pay to performance (Accel- Team, 2005).

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 Kitovu hospital is not motivation in its self rather it is the tools of motivation used by the council which are not what the employees want as motivators.

5.3 Recommendations

Basing on the study findings, the following recommendations were highlighted as follows;

The management of Kitovu hospital 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 the tools the Kitovu hospital uses to motivate its employees are not exactly the tools that can motivate the employees. The researcher therefore recommends that Kitovu hospital should carry out a study before using a particular tool.

Government involvement should take part in recommending the provision of motivational needs through adjusting in the labour laws. This will ensure that all organizations provide basic requirements to their employees and eventually enable them to work hard for improved performance.

The study also recommended that there should a greater balance between employees' needs and organizational needs. It is the duty of all stake holders to ensure that this is achieved as this will reduce employees' selfishness at their places of work.

Refresher courses should be given to managers to improve upon their management skill so as to effectively and appropriately tackle employees' diverse needs. This can contribute towards reducing on the rate of labour turn over in private firms in Uganda.

According to employees, the rewards were not appropriate to their needs. The rewards received from the organization were inadequate to their needs. Promotion process was observed to be very slow and the recognition was so informal that it was felt like unnecessary with no extrinsic forms. It was suggested that informal recognition should be changed to formal recognition.

The employees also observed that rewards are generally awarded to the employees at one level rather than according to the performances of the individuals. Some of the employees had taken the slow rewards awarding activity in critical ways. It is observed that rewards should be awarded to deserving employees in no time. The prompt rewarding of employees may motivate them and improve their performance.

The intended reward should be awarded in a kind of ceremony to an employee and announced appropriately to motivate others. The lack of communication was seen as main barrier in employee's motivation. During interview sessions an employee complained about the lack of announcement of rewards on time, thus the motivation effectiveness suffers. It is suggested to communicate reward to employees in proper ceremony on time, so that they can be better motivated.

The interviewers suggested that the rewards should be based on objective criteria of performance and perceived as fair. The low level employee's perceived the difference in salary, facilities, loans etc as demotivating factor.

The interviewers suggested that there should not be large remuneration gaps among the various levels of employees. The rewards should be equitable and performance linked. During the interview session some employees perceived that the organization do not comply with promises made at the time of appointment. It was suggested that employment contract documentation should be implemented.

5.4 Suggestions for further research

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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APPENDICES

APPENDIX I: Respondent's Questionnaire

I am Asiimwe Grace, a student of Uganda Martyrs University offering Bachelor's in Business Administration and Management. I am carrying out my research on "*the effect of employee motivation on the organizational Performance, a case study of Kitovu hospital-Masaka district*".

I kindly request you to provide me the necessary information having been chosen to be one of the respondents to enable me complete my research project successfully.

This interview is a part of my bachelors' thesis, and your kind help is very important for the successful completion of this research project. Your responses to questions in this interview will be anonymous and data will be combined and analysed as a whole. Your participation in the study will be greatly appreciated.

SECTION A: Background information

Tick or write answers in full where applicable.

1. Gender

- a) Male b) Female

2. Marital status:

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

3. Age bracket (years)

- a) (a) 20 -30 (b) 31-40 (c) 41-50 (d) 51years and above

4. Highest level of education attained

- a) Certificate b) Diploma Degree d) Post graduate

5. Years spent serving at Kitovu hospital?

- a) 1-2 years 3-4 years 5-6 years 6 years and above

Please indicate by ticking your opinion by using the following scale.

Strongly agree (5)	Agree (4)	Not sure (3)	Disagree (2)	Strongly disagree (1)
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SECTION B: HOW ORGANIZATIONS MOTIVATE THEIR EMPLOYEES

Statement	5	4	3	2	1
Wages and salaries am paid motivate me.					
Am always paid in time.					
Kitovu hospital pays its workers according to the amount of work done.					
Kitovu hospital provides fringe benefits to all its employees.					
When employees meet the set targets they are paid a bonus.					
Kitovu hospital provides training to its employees most of the times.					

To prevent boredom, Kitovu hospital rotates its employees within the organization.					
Am given sense of responsibility at my work place.					
When an employee performs well consistently, they are promoted.					
There is relatively equal treatment of employees depending on their efforts, experience and education.					

Suggest ways that Kitovu hospital should use to improve on your motivation levels.

.....

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SECTION C: FACTORS AFFECTING ORGANIZATIONAL PERFORMANCE

Please indicate by ticking your opinion by using the following scale.

Strongly agree (5)	Agree (4)	Not sure (3)	Disagree (2)	Strongly disagree (1)
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Statement	5	4	3	2	1
Motivation is the most important factor in organizational performance					
Goal clarity among the organization helps to improve its performance					
Work conditions can greatly improve organizational performance					
To achieve any goal, an employee must be flexible and suitable for the job					

Knowledge of the structure helps an organization to know what to do in given situations and hence improve its performance					
Feedback is key in the improvement of an individual's performance					
The use of modern technology triggers performance of organization					
Ability, training and experience improve an individual's capability to perform					
A feeling of acceptance by the organization may improve its performance					

Suggest any other factors that affect the level of performance of Kitovu hospital

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SECTION D: THE RELATIONSHIP BETWEEN EMPLOYEE MOTIVATION AND ORGANIZATIONAL PERFORMANCE OF KITOVU HOSPITAL

Strongly agree (5)	Agree (4)	Not sure (3)	Disagree (2)	Strongly disagree (1)
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Statement	5	4	3	2	1
With the help of the management, organizational performance has improved over time.					
My performance reduces when Kitovu hospital takes long to rotate the employees					
I always perform to my best when I know that am accepted at work					

With the current motivation practices at Kitovu hospital, the performance of the organization is always going to reduce.					
Employees often endeavor to meet the set targets to be paid a bonus					
There is a relationship between motivation and organizational performance					

What is the type of relationship between employee motivation and organizational performance?

.....

.....

Thank you for the co-operation.....