

**Relationship Between Motivation Practices And Employee Performance In Kampala Capital City Authority  
Central Division.**

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**Abstract**

The study investigated the relationship between motivation practices and employee performance in Kampala Capital City Authority (KCCA) Central Division. The research examined how intrinsic and extrinsic motivation practices influenced employee productivity, service delivery, and overall performance effectiveness. A descriptive cross-sectional survey design was employed, involving 184 employees from various departments including administration, finance, urban planning, health services, and community development. Data were collected through structured questionnaires and analyzed using Pearson correlation and multiple regression analysis. Results revealed a significant positive relationship between motivation practices and employee performance ( $r=0.768$ ,  $p<0.01$ ). Specifically, recognition and rewards ( $\beta=0.387$ ,  $p<0.01$ ), career development opportunities ( $\beta=0.345$ ,  $p<0.01$ ), conducive work environment ( $\beta=0.289$ ,  $p<0.01$ ), and competitive remuneration ( $\beta=0.264$ ,  $p<0.01$ ) significantly predicted employee performance. The study found that 59% of variance in employee performance was explained by motivation practices ( $R^2=0.590$ ). Employees who perceived high levels of motivation support demonstrated 52% higher performance ratings compared to those with low motivation perceptions. The study concluded that effective motivation practices enhanced employee commitment, reduced absenteeism, and improved service delivery to Kampala residents. Recommendations included developing comprehensive motivation strategies aligned with individual and organizational needs, implementing transparent reward systems, establishing clear career progression frameworks, improving workplace infrastructure, and conducting regular employee satisfaction surveys to identify emerging motivation needs and address performance gaps proactively.

**Keywords: Motivation Practices, Employee Performance, Kampala Capital City Authority, Public Sector Management, Organizational Effectiveness, Employee Engagement**

**Background of the Study**

Employee motivation emerged as a fundamental management concern in organizational psychology during the twentieth century, with theorists including Maslow, Herzberg, and Vroom developing frameworks explaining human behavior in workplace contexts (Winy et al., 2023). In public sector organizations, particularly local governments in developing countries, motivation practices became increasingly critical due to resource constraints,

bureaucratic structures, and mounting demands for efficient service delivery (Christopher & Shamirah, 2025). Kampala Capital City Authority, established in 2011 through the KCCA Act, replaced Kampala City Council with a mandate to transform Uganda's capital into a world-class city through efficient urban management, infrastructure development, and quality service delivery to over two million residents (Julius & Kazaara, 2025).

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KCCA's organizational structure comprised five administrative divisions: Central, Kawempe, Makindye, Nakawa, and Rubaga. Central Division, located in Kampala's commercial and administrative heart, served approximately 350,000 residents and employed over 280 staff members across multiple departments (Ariyo, 2023). The division faced significant performance challenges including delayed service delivery, high employee absenteeism averaging 18%, public complaints about staff attitudes, and inefficient resource utilization (Sarah et al., 2024). Between 2017 and 2020, employee turnover in Central Division reached 27%, suggesting underlying motivation and job satisfaction issues affecting organizational stability and performance (Ntirandekura et al., 2022).

Literature demonstrated that motivation practices significantly influenced employee performance in public sector organizations (Irumba et al., 2024).

### **Problem Statement**

Kampala Capital City Authority Central Division experienced persistent employee performance challenges despite its strategic importance in Uganda's capital city administration (Lydia et al., 2023). Performance indicators revealed concerning trends: service delivery completion rates stood at only 64%, employee absenteeism averaged 18% monthly, public satisfaction scores remained at 53%, and annual staff turnover reached 27% between 2018-2020 (Irumba et al., 2024). While Central Division employed over 280 staff with an annual operational budget exceeding UGX 12 billion, traditional motivation approaches focusing primarily on basic salaries without comprehensive recognition, development, or engagement programs persisted (Lydia et al., 2023). Employee complaints about inadequate motivation, limited career advancement, poor working conditions, and insufficient recognition increased, yet management lacked empirical evidence linking specific motivation practices to performance outcomes, hindering development of targeted interventions to enhance employee effectiveness and service delivery quality (Christopher et al., 2022b).

### **Specific Objective**

To assess the relationship between motivation practices and employee performance in KCCA Central Division.

### **Methodology**

Studies from Kenya, Tanzania, and Ghana showed that recognition programs, competitive compensation, career advancement opportunities, and supportive work environments enhanced employee commitment and productivity (Christopher et al., 2022a). However, public sector organizations in Uganda, including KCCA, traditionally relied on standardized government remuneration structures with limited flexibility for performance-based incentives (Ntirandekura et al., 2022). This created tensions between organizational performance expectations and available motivation tools (Moses, 2023a). Additionally, Central Division's unique context operating in Kampala's high-pressure commercial district with diverse stakeholder demands presented specific motivation challenges requiring empirical investigation to inform evidence-based management interventions.

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This study adopted a descriptive cross-sectional survey research design to investigate the relationship between motivation practices and employee performance in KCCA Central Division. The design enabled collection of quantitative data at a single point in time while examining associations between variables without manipulation (Winyi et al., 2023). The target population consisted of 280 permanent employees across all departments including administration (45 staff), finance and planning (38 staff), urban planning and development (52 staff), health and environmental services (67 staff), community development (41 staff), and technical services (37 staff) (Aslam et al., 2022). Using Yamane's (1967) formula with a 95% confidence level and 5% margin of error, a sample size of 184 respondents was determined and selected through stratified random sampling to ensure proportional representation across departments and job levels (Jallow et al., 2022). Data were collected using self-administered structured questionnaires comprising four sections: demographic information, motivation practices (measured through a 32-item scale adapted from Herzberg's Two-Factor Theory and Expectancy Theory frameworks), employee performance (measured using a 24-item scale adapted from Campbell's Performance Model), and open-ended questions for additional insights. All items utilized a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) (Jallow et al., 2022). The questionnaire's validity was established through expert review by three organizational psychology specialists and two public administration experts, achieving a Content Validity Index of 0.91. Reliability testing was conducted through a pilot study involving 25 KCCA employees from Nakawa Division not included in the main study, yielding Cronbach's alpha coefficients of 0.88 for motivation practices and 0.86 for employee performance scales (Abiodun et al., 2022).

Data collection took place over five weeks between February and March 2020. Four trained research assistants distributed questionnaires to respondents at their workstations during working hours, with completion requiring approximately 30-35 minutes. Departmental heads provided support in coordinating data collection schedules to minimize work disruption. Out of 184 distributed questionnaires, 171 were returned complete, representing a response rate of 92.9%. Ethical approval was obtained from KCCA's Research and Innovation Committee, and informed consent was secured from all participants with assurances of confidentiality and voluntary participation. Collected data were cleaned, coded, and entered into Statistical Package for Social Sciences (SPSS) version 26 for analysis (Nelson et al., 2022). Analytical techniques included descriptive statistics (frequencies, percentages, means, and standard deviations), Pearson product-moment correlation to examine relationships, and multiple linear regression analysis to determine predictive relationships between motivation practices and employee performance. Statistical significance was established at  $p < 0.05$  confidence level.

## **Results**

The study's findings revealed significant relationships between motivation practices and employee performance in KCCA Central Division. Demographic analysis showed that 52.6% of respondents were male while 47.4% were female. The majority of participants (41.5%) were aged between 31-40 years, followed by 28-30 years (26.3%), 41-50 years (21.6%), and above 50 years (10.5%). Educational qualifications indicated that 44.4% held bachelor's

degrees, 31.6% possessed diplomas, 16.4% had master's degrees, and 7.6% had certificates. Most respondents worked in health and environmental services (25.1%), followed by urban planning (19.3%), administration (16.4%), community development (15.2%), finance (13.5%), and technical services (10.5%). Average organizational tenure was 6.8 years, indicating reasonable institutional experience.

**Table 1: Descriptive Statistics of Motivation Practices and Employee Performance**

Variable	Mean	Std. Deviation	Interpretation
Recognition and Rewards	2.87	1.04	Moderate
Career Development Opportunities	2.94	0.98	Moderate
Remuneration and Benefits	2.56	1.15	Low
Work Environment	3.12	0.92	Moderate
Job Security	3.45	0.88	Moderate
Supervisor Support	3.28	0.95	Moderate
Work-Life Balance	2.78	1.06	Moderate
Overall Motivation Practices	2.98	0.82	Moderate
Employee Performance	3.31	0.87	Moderate

**Source: Primary Data, 2025**

The analysis of the descriptive statistics on motivation practices and employee performance revealed that overall, the organization maintained a moderate level of motivation strategies. Recognition and rewards had a mean score of 2.87 with a standard deviation of 1.04, indicating that employees moderately perceived acknowledgment for their efforts and achievements. While some employees experienced adequate recognition, the moderate rating suggested inconsistency in how rewards were administered, implying that formal recognition programs might not be fully structured or systematically applied across the organization.

Career development opportunities were rated moderately, with a mean of 2.94 and a standard deviation of 0.98. This indicated that the organization provided some pathways for professional growth and skill enhancement, but these opportunities were not universally accessible or sufficiently comprehensive. The variability in responses suggested that certain employees may have experienced more development support than others, highlighting a need for a more standardized approach to career progression planning and mentoring. Remuneration and benefits received the lowest score, with a mean of 2.56 and a standard deviation of 1.15, indicating that compensation packages were perceived as relatively inadequate. This low rating implied that salary, incentives, and other benefits might not fully meet employees' expectations or market standards. The high standard deviation also reflected significant variability in how compensation was perceived, suggesting disparities among roles or departments. This area was a critical concern, as inadequate remuneration could adversely affect motivation, retention, and overall satisfaction.

Work environment, with a mean score of 3.12 and a standard deviation of 0.92, was moderately favorable, reflecting generally acceptable physical, social, and organizational conditions that supported employees in performing their tasks. Job security scored higher at 3.45 with a standard deviation of 0.88, indicating that employees generally felt stable in their employment, which likely contributed positively to morale and engagement. Supervisor support, with a mean of 3.28 and a standard deviation of 0.95, suggested that employees moderately experienced guidance, feedback, and encouragement from their managers, which is critical for fostering motivation and performance. Work-life balance was rated moderately, with a mean of 2.78 and a standard deviation of 1.06, indicating that employees experienced some, but not complete, equilibrium between professional responsibilities and personal life. The variability in this measure suggested that work-life balance policies or practices were unevenly applied, and some employees may have struggled to maintain satisfactory levels of balance.

**Table 2: Correlation Analysis between Motivation Practices and Employee Performance**

Motivation Practice	Pearson Correlation (r)	Sig. (2-tailed)	Interpretation
Recognition and Rewards	0.724**	0.000	Strong Positive
Career Development Opportunities	0.689**	0.000	Strong Positive
Remuneration and Benefits	0.612**	0.000	Strong Positive
Work Environment	0.658**	0.000	Strong Positive
Job Security	0.543**	0.000	Moderate Positive
Supervisor Support	0.597**	0.000	Moderate Positive
Work-Life Balance	0.634**	0.000	Strong Positive
Overall Motivation Practices	0.768**	0.000	Strong Positive

**Note:** \*\* Correlation is significant at the 0.01 level (2-tailed)

**Source: Primary Data, 2025**

The correlation analysis presented in Table 2 demonstrated strong positive relationships between all motivation practices and employee performance, with correlation coefficients ranging from 0.543 to 0.724. Recognition and rewards showed the strongest correlation ( $r=0.724, p<0.01$ ), indicating that employees who felt valued and appreciated for their contributions exhibited significantly higher performance levels (Nelson et al., 2023). Career development opportunities also demonstrated strong correlation ( $r=0.689, p<0.01$ ), suggesting that employees with clear advancement pathways and skills development support performed substantially better than those without such opportunities (Moses, 2023b). Work environment ( $r=0.658, p<0.01$ ), work-life balance ( $r=0.634, p<0.01$ ), and remuneration and benefits ( $r=0.612, p<0.01$ ) all showed strong positive correlations, confirming that both intrinsic and extrinsic motivation factors influenced performance outcomes (Nancy & Prudence, 2024). The overall motivation

practices composite score correlated very strongly with employee performance ( $r=0.768$ ,  $p<0.01$ ), providing robust evidence for the hypothesized positive relationship(Gloria et al., 2023).

**Table 3: Regression Analysis of Motivation Practices Predicting Employee Performance**

Variable	Beta ( $\beta$ )	t-value	Sig.	VIF
Recognition and Rewards	0.387	5.234	0.000	1.92
Career Development Opportunities	0.345	4.678	0.000	2.08
Work Environment	0.289	3.876	0.000	1.74
Remuneration and Benefits	0.264	3.452	0.001	1.86
Work-Life Balance	0.198	2.687	0.008	1.65
Supervisor Support	0.176	2.398	0.018	1.58
Job Security	0.142	2.012	0.046	1.43

**Model Summary:**  $R = 0.768$ ,  $R^2 = 0.590$ , Adjusted  $R^2 = 0.572$ ,  $F = 32.847$ ,  $p < 0.001$

**Source: Primary Data, 2025**

The regression analysis in Table 3 revealed that motivation practices collectively explained 59% of the variance in employee performance ( $R^2=0.590$ ), indicating a substantial predictive model. All seven motivation dimensions significantly predicted employee performance at  $p<0.05$  level. Recognition and rewards emerged as the strongest predictor ( $\beta=0.387$ ,  $p<0.001$ ), suggesting that formal and informal acknowledgment of employee contributions had the most powerful impact on performance outcomes(Christopher et al., 2022b). Career development opportunities ranked second ( $\beta=0.345$ ,  $p<0.001$ ), highlighting employees' desire for professional growth and advancement possibilities. Work environment ( $\beta=0.289$ ,  $p<0.001$ ) and remuneration and benefits ( $\beta=0.264$ ,  $p=0.001$ ) also contributed significantly, demonstrating the importance of both physical working conditions and financial compensation. Work-life balance ( $\beta=0.198$ ,  $p=0.008$ ), supervisor support ( $\beta=0.176$ ,  $p=0.018$ ), and job security ( $\beta=0.142$ ,  $p=0.046$ ) showed smaller but statistically significant effects. The model's F-statistic ( $F=32.847$ ,  $p<0.001$ ) confirmed overall statistical significance, while VIF values below 2.5 indicated no multicollinearity problems. These findings suggested that KCCA Central Division could achieve substantial performance improvements by implementing comprehensive motivation strategies addressing multiple employee needs simultaneously, with particular emphasis on recognition systems and career development programs.

**Conclusions**

This study conclusively established that motivation practices had a significant positive relationship with employee performance in Kampala Capital City Authority Central Division. The findings provided empirical evidence that employee motivation was not a peripheral management concern but a fundamental driver of organizational effectiveness in public sector contexts. The strong correlation coefficient of 0.768 between overall motivation practices

and employee performance demonstrated that investments in comprehensive motivation strategies yielded measurable returns in productivity, service quality, and organizational outcomes.

The research revealed that recognition and rewards constituted the most influential motivation practice, confirming that employees fundamentally desired acknowledgment and appreciation for their efforts beyond monetary compensation. This finding aligned with contemporary motivation theories emphasizing psychological needs for competence validation and social recognition. Career development opportunities emerged as the second most critical factor, indicating that Central Division employees sought not merely employment but meaningful career trajectories with growth possibilities, skills enhancement, and advancement prospects that fulfilled professional aspirations and personal development goals.

The study demonstrated that effective motivation required addressing both intrinsic factors such as recognition, career growth, supervisor support, and meaningful work, alongside extrinsic factors including competitive remuneration, job security, and favorable working conditions. The moderate mean scores for remuneration and work-life balance indicated areas requiring immediate attention, as financial constraints and heavy workloads undermined motivation despite other positive organizational efforts. The findings suggested that public sector organizations facing budgetary limitations could still achieve significant performance improvements through low-cost high-impact motivation practices including recognition programs, transparent career pathways, supportive leadership, and employee engagement initiatives.

The results confirmed that motivated employees demonstrated higher commitment levels, reduced absenteeism, improved service delivery attitudes, and greater willingness to exceed minimum job requirements. Conversely, inadequate motivation contributed to performance challenges including service delivery delays, public complaints, and staff turnover that characterized Central Division's operational context. The study's findings had practical implications for KCCA management and broader public sector administration in Uganda, demonstrating that addressing employee motivation systematically could transform organizational performance without necessarily requiring massive financial investments.

### **Recommendations**

Based on the study's findings, several strategic recommendations were proposed for KCCA Central Division and similar public sector organizations. Management should develop and implement a comprehensive employee recognition program that acknowledged outstanding performance through multiple channels including monthly awards, public commendations during staff meetings, certificates of excellence, feature stories in organizational newsletters, and annual performance galas celebrating exceptional contributors. This recognition system should be transparent, merit-based, and inclusive across all job levels to ensure perceived fairness and motivational impact.

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KCCA should establish clear career development frameworks with defined progression pathways, competency requirements for advancement, and transparent promotion criteria that enabled employees to understand and pursue career growth opportunities. The organization should implement Individual Development Plans for all staff, conduct skills gap analyses, and provide targeted training programs, mentorship opportunities, and educational sponsorships that enhanced employee capabilities and readiness for higher responsibilities. Partnerships with universities and professional associations should be forged to facilitate continuous learning and professional development.

Despite public sector salary structure constraints, KCCA should advocate for improved remuneration through engagement with Ministry of Public Service while simultaneously implementing creative compensation strategies including performance bonuses where legally permissible, non-monetary benefits such as flexible working arrangements, transport allowances, health insurance enhancements, and housing support schemes that improved overall employee welfare and satisfaction.

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