
**Motivational Incentives And It's Impact On Employee Performance In The Office Of The Prime Minister
(Refugee Department) Kampala-Uganda**

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Abstract

The study set out to investigate the relationship between motivational incentives and employee performance in the office of the Prime Minister (Refugee Department) Kampala. The study had three objectives; To explore how benefits as a motivational incentive affect employee performance ,to examine how training as a motivational incentive affect employee performance in the Office of the Prime Minister (OPM) Refugee Department Kampala Uganda ,to find out how promotion as a motivational incentive affect employee performance in the Office of the Prime Minister (OPM) Refugee Department Kampala Uganda, to establish the relationship between motivational incentives and employee performance in the Office of the Prime Minister (OPM) Refugee Department Kampala Uganda . Self-administered questionnaires were issued out to 80 respondents that were stated as a sample size; interview guides and document review were used in the process of collecting data from the respondents and after collecting data it was analyzed using SPSS to come up with analyzed tables which were interpreted in chapter four. The study revealed that the Office of the Prime Minister (OPM) Refugee Department Kampala Uganda give out motivational incentives to its employees in many ways including; provision of benefits, paying bonuses to good workers, giving a sense of responsibility, promotion of consistently good workers and treating the workers equally. Also the study revealed that employees in the Office of the Prime Minister (OPM) Refugee Department Kampala Uganda also prefer salary increment, lunch allowance and transport as other means of motivational incentives. The study further revealed that a motivational incentive is the major factor that affects employee performance. The study showed a direct strong and positive relationship between employee motivation and employee performance of the staff in the Office of the Prime Minister (OPM) Refugee Department Kampala Uganda which is evidenced by the Pearson correlation of ($r= 0.830^{**}$), significance level $=0.01$. Conclusively, the researcher found out that motivation has a positive influence on employee performance and therefore the researcher recommends the management in the Office of the Prime Minister (OPM) Refugee Department Kampala Uganda to strengthen their motivational incentives and this would have led the employees perform more excellently hence attaining organizational goals.

Keywords: Motivational, Incentives, Employee and Performance

Back ground of the Study

Motivational incentives in influencing employee behavior and performance have been recognized since Frederick Winslow Taylor's work on rational analysis and scientific management (Musaibah et al., 2023). Taylor used classical organizational theories with his contemporaries and believed that men and women at work were exclusively economic beings; therefore, they can only work hard if their economic position improves (Kazaara & Kazaara, 2023). This means that employees are provided with motivational incentives to perform which leads to high productivity (Paul & Kazaara, 2023).

In sub-Saharan Africa, a motivated and skilled employee is essential to enhance the performance and quality of organizational services to achieve organizational goals (Christopher, Moses, Muhindo, & Komunda, 2022). The challenge and dilemma for many managers is how to create this type of motivational incentive. Although there are many theories surrounding the concept of motivational incentive, two distinct areas of motivational incentive are usually conflated, that is the emphasis placed on the motivational incentive to be rooted in the employee's work and performance (Christopher, Moses, Muhindo, & Komunda, 2022). Both are very crucial and managers must critically understand the impact of their activities in both areas (Christopher, Moses, Muhindo, & Nturanabo, 2022). In Nigeria, employee motivational incentives are at the heart of giving people what they really want most from work (Ntirandekura & Alex, 2022). The ability to deliver what they want meets the desired expectations, namely: productivity, quality and service. (Musaibah et al., 2023) asserts that employee motivation is like a psychological force that determines the direction of employee performance, behavior, effort level and persistence level in the organization.

In East Africa, high-performing organizations are paying increasing attention to motivational incentives, the validity of their recruitment practices, and are also becoming equally vigilant about developing their employees to ensure they are achieving optimal performance both now and in the future (Racheal et al. , 2023). This is confirmed by (Tasha et al., 2023) who acknowledge that employee performance can be improved through motivational incentives such as training to address identified weaknesses (Winny et al., 2023). In Uganda, motivational incentives for employees have always been a situation where most individuals would like to join high profile positions. However, even when people are promoted, the first thought is income rather than performance; therefore, performance may not equate to promotions, although most employees demand promotions for their contributions, time, and effort to achieve organizational goals (Paul & Kazaara, 2023). Lack of recognition results in lateness, high absenteeism and high turnover (Winny et al., 2023). Motivational incentives and employee performance are considered paramount for any organization or government offices like Office of the Prime Minister (OPM) Refugees Department Kampala Uganda, therefore motivational incentives cannot be undermined because for any organization to achieve its objective, motivational incentives must be put by the organization emphasis on improving employee performance and increasing organizational productivity (Ntirandekura & Christopher, 2022). This research investigated motivational incentives and how they improve the performance of Office of the Prime Minister (OPM) staff at the Kampala Uganda Refugee Office.

Statement of the problem

Incentives play a paramount role in ensuring employee performance and organizational productivity in the Office of the Prime Minister (OPM) Kampala Refugee Division Directors and managers in the Office of the Prime Minister have provided good cash and no cash incentive strategies such as good pay, providing benefits, training and promotion employees (Ntirandekura et al., 2022). These motivational incentives increase employee morale and improve their performance at work. However, the performance of employees in the position of Prime Minister continued to decrease (Moses et al., 2023). For example, despite the application of all tested motivational incentives to employees, their performance still decreases (Christopher, Moses, Muhindo, & Komunda, 2022). The number of employers experiencing feedback issues increased from 3% in 2012, feedback issues also increased to 5% in 2014, an average contribution of 7% to feedback issues was also reported in 2016 (main auditor Report March, 2016) It is on the basis of these facts that prompted the researcher to conduct a study on motivational incentives for the performance of employees in the Office of the Prime Minister (OPM) in Kampala Uganda Refugee Office.

Specific Objectives

1. To explore how benefits as a motivational incentive affect employee performance in the Office of the Prime Minister (OPM) Refugee Department Kampala Uganda
2. To examine how training as a motivational incentive affect employee performance in the Office of the Prime Minister (OPM) Refugee Department Kampala Uganda
3. To find out how promotion as a motivational incentive affect employee performance in the Office of the Prime Minister (OPM) Refugee Department Kampala Uganda

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4. To establish the relationship between motivational incentives and employee performance in the Office of the Prime Minister (OPM) Refugee Department Kampala Uganda

Methodology

The study used descriptive, explanatory and case study, research designs. Qualitative and quantitative research approaches, correlational research (A & Ahmed, 2019) were used.

The study was a qualitative form explaining that it involved data collection from existing documents (A & Ahmed, 2019). It also included presenting conclusions with an explanation other than numerical data and provided space for detailed explanations of complex study findings. Quantitative in descriptive form, this was considered in the study because there was a need to measure the extent to which the variables within the subject interacted in a more scientific manner and therefore required a special computer package such as SPSS to analyze the data. and report results expressed in numbers (Nelson et al., 2022). He attempted to scrutinize several well-developed constructs in an attempt to estimate the frequency with which certain motivational incentives such as benefits, training opportunities, and promotions affected employee performance in a given population of the Prime Minister's Office (Refugee Department) Kampala (Jallow et al., 2021). It also attempted to adjust for any biases that might bias the study's conclusions, such as biased participation of a certain population group. It was qualitative in the form of correlation; was to describe the characteristics of the study population and to provide population data by describing the relationship between motivational incentives to employee performance in the Office of the Prime Minister (Refugee Department) Kampala (Olanrewaju et al., 2021b). This was useful to the researcher because it helped her to find out the level of motivational incentives and the relationship between motivational incentives and employee performance (Nafiu, 2012). A case study design was also used in the Office of the Prime Minister (Refugee Department) Kampala as it provided an opportunity to explore the relationship between motivational incentives and employee performance in the Office of the Prime Minister (Refugee Department) Kampala. It was a case study as it emphasized an in-depth contextual analysis of the investigated variables such as job security, recognition, participation and employee performance (Olanrewaju et al., 2021a). A case study was therefore used because its findings were directly related to the everyday experience of the common reader and facilitated understanding of difficult real-life situations (Olanrewaju et al., 2021b). The total population of the Office of the Prime Minister (Refugee Department) Kampala was an estimated 470 people, including 150 in the administrative section, 20 in the finance and planning section and 300 porters. The target population of the study was 450 people and it consisted of the employees of the administrative department, financial and planning department and porters. This was because they had relevant information regarding motivational incentives and employee performance (Nafiu & Ph, 2012).

Table 1: Shows the number of respondents from each department

Department	Accessible population	No. of respondents
Administration department	150	20
Finance & planning department	20	10

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Porters	280	50
TOTAL	450	80

The study used purposive sampling to select the respondents especially those at key positions for example from administration department. These were categorized in the following manner, 20 from the administration department, 10 from finance and planning department and 50 porters. This was done to make a sample that was represented of the office of the prime minister (Refugee department) Kampala-Uganda. Random sampling was also used like in selecting porters because majority qualified to be selected or had a chance to participate; the researcher used altogether 80 respondents (Nafiu, 2012). The aim of the simple random sample was to reduce the potential for human bias in the selection of cases to be included in the sample. As a result, the simple random sample provided us with a sample that was highly represented of the population being studied, assuming that there was limited or missing data. This study used both quantitative and qualitative data collection methods (Jallow et al., 2022). Quantitative data was collected using questionnaires that were filled by Finance and planning officers and porters, and qualitative data was obtained from key informant interviews with the administrators of the Office of the Prime Minister (Refugee department) Kampala. Questionnaires and interview guides were used to collect data (Anwar et al., 2022). Self-administered questionnaires with open-ended questions and structured questions were used to collect data from the employees. Questionnaires were preferred because they were convenient as respondents filled them during their free time and had a chance to consult for views and information about the effects of motivational incentives on employee performance. In this study data processing referred to, editing, tabulation and report formatting writing so that the data collected were consistent and accurate. The researcher also used SPSS (Statistical Package for the Social Scientists) as a data management and statistical analysis tool which has a very versatile data processing capability (Nelson et al., 2022).

RESULTS

Table 1: Showing whether benefits to employees ensures good accommodation facilities

	Responses	Frequency	Percent
.	Strongly agree	45	56.2
	Agree	28	35.0
	Disagree	4	5.0
	Strongly disagree	3	3.8
	Total	80	100.0

Table 1 shows that out of 80 respondents 45 (56.2%) of respondents strongly agreed and 28 (35.0%) agreed that benefits to employees ensures good accommodation facilities and this can influence on the level of employee performance, while 4 (5.0%) disagreed and 3(3.8%) strongly disagreed with the statement. The researcher concluded that majority of the respondents strongly agreed that with benefits to the employees, they can be able to cater for

good accommodation facilities and perfectly work more hours and also contribute more to the organization than they had ever done.

The findings do support the literature by (Carter, 2008), benefits are forms of value, other than payment, that are provided to the employee in return for their contribution to the organization these increase their interest for work and the organization they work for, therefore this increases their performance at work

The findings are not in line with the hypothesis which states that there is no relationship between motivational incentives and employee performance in the office of the Prime Minister (Refugee Department) Kampala

Table 2: Showing whether benefits to employees help them to avoid late coming at work

Responses	Frequency	Percentage (%)
Strongly agree	42	52.5
Agree	33	41.2
Disagree	3	3.8
Strongly disagree	2	2.5
Total	80	100.0

Table 2 showing how benefits to employees help them to avoid late coming at work in the office of the Prime Minister (Refugee Department) Kampala and the findings were 42(52.5%) of respondents strongly agreed and 33 (41.2%) agreed with the statement ,3 (3.8%) disagreed with the statement and 2 (2.5%) of the respondents strongly disagreed with the statement. Therefore, the majority of the respondents strongly agreed that benefits to employees help them to avoid late coming at work. The findings are in agreement with the literature of (Chen & Hsieh, 2006). Here, benefits are a primary motivator and rewards for employees to improve their performance. As noted by Lawler (1995), benefits can be an effective motivational incentive only if it is important to people and it is seen to be tied to their performance in ways that are perceived to be credible and direct. Without benefits, a company is planting seeds for high turnover, low productivity and long-term failure; therefore, benefits should not be under estimated as they lead to employees' performance and also organizational performance

Table 3: Showing whether benefits to employees make them afford medical care

	Responses	Frequency	Percent
	Strongly agree	43	53.8
	Agree	25	31.2
	Disagree	7	8.8
	Strongly disagree	5	6.2
	Total	80	100.0

The findings of the table 3 shows that 43 (53.8%) of respondents strongly agreed and 25(31.2%) agreed that benefits to employees really make them afford medical care, while 7(8.8%) disagreed and 5 (6.2%) of the respondents strongly disagreed that benefits to employees in the office of the Prime Minister (Refugee Department) Kampala make them afford medical care. Therefore, the majority of the respondents strongly agreed that benefits to employees make them afford medical care.

The findings in table 3 are in agreement with the literature of (Mathis and Jackson, 2003), benefits like fringe benefits are forms of indirect compensation given to an employee or group of employees as a part of organizational membership they increase their participation at work place leading to organizational performance

The findings disagree with the hypothesis that states there is no relationship between motivational incentives and employee performance in the office of the Prime Minister (Refugee Department) Kampala

Table 4: Shows how benefits to employees make them reduce on the level of absenteeism.

	Responses	Frequency	Percent
	Strongly agree	44	55.0
	Agree	23	28.8
	Disagree	8	10.0
	Strongly disagree	5	6.2
	Total	80	100.0

Table 4 showing how benefits to employees make them reduce on the level of absenteeism in the office of the Prime Minister (Refugee Department) Kampala and the findings are 44(55.0%) of respondents strongly agreed and 23 (28.8%) agreed, 8 (10.0%) disagreed with the statement and5 (6.2%) of the respondents strongly disagreed with the statement. Therefore, the majority of the respondents strongly agreed that benefits to employees make them reduce on the level of absenteeism. The findings are in agreement with the literature of (Long, 2006), benefits are a form of indirect pay within a compensation system (Abiodun & Hamadi, 2021). They are rewards (other than wages, salaries or performance-related payments) that employees receive in return for their continued service to the organization. They are designed to protect employees and their families from loss of income due to health problems or other work-related financial disruptions, and can improve the employees' general quality of life and their performance in an organization through special programs and services in the workplace.

The findings reject the hypothesis that there is no relationship between motivational incentives and employee performance in the office of the Prime Minister (Refugee Department) Kampala

Table 5: Shows how trainings to employees ensure good accommodation facilities.

	Responses	Frequency	Percent
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	Strongly agree	40	50.0
	Agree	34	42.5
	Disagree	4	5.0
	Strongly disagree	2	2.5
	Total	80	100.0

The findings in the table 5 show how trainings to employees ensure good accommodation facilities in the office of the Prime Minister (Refugee Department) Kampala, 40 (50.0%) of respondents strongly agreed with the statement, 34 (42.5%) agreed, 4 (5.0%) disagreed with the statement and 2 (2.5) of the respondents strongly disagreed with the statement. Therefore, the respondents who agreed and strongly agreed with the statement were the majority.

Table 6: Showing how trainings to employees help them to avoid late coming at work

	Responses	Frequency	Percent
.	Strongly agree	44	55.0
	Agree	26	32.5
	Disagree	6	7.5
	Strongly disagree	4	5.0
	Total	80	100.0

Table 6 showing how trainings to employees help them to avoid late coming at work in the office of the Prime Minister (Refugee Department) Kampala and the findings are 44 (55.0%) of respondents strongly agreed to the statement, 26 (32.5%) also agreed with the statement, 6 (7.5%) disagreed with the statement and 4 (5.0%) of the respondents strongly disagreed with the statement. The findings are in agreement with the literature of (Rowden, 2002), suggest that trainings to employees may also be an efficient tool for improving employee's performance at work, as employee better performance leads to appreciation by the top management, hence employee feel more adjusted with his job (Emmanuel et al., 2023). The findings are in disagreement with the hypothesis that states that there is no relationship between motivational incentives and employee performance in the office of the Prime Minister (Refugee Department) Kampala.

Table 7: Showing how trainings to employees make them afford medical care

	Responses	Frequency	Percent
.	Strongly agree	46	57.5

	Agree	29	36.2
	Disagree	3	3.8
	Strongly disagree	2	2.5
	Total	80	100.0

The findings of the table 7 shows that 46 (57.5%) of respondents strongly agreed and 29 (36.2%) agreed that trainings to employees really make them afford medical care, 3 (3.8%) disagreed as well, 2 (2.5%) also strongly disagree with the statement that trainings to employees in the office of the Prime Minister (Refugee Department) Kampala make them afford medical care. Therefore, the majority of the employees in the office of the Prime Minister supported the statement that truly trainings to employees make them afford medical care. The findings in table 7 are in agreement with the literature of (Robbins, 2009) note that employee competencies change through effective training programs. It therefore not only improves the overall performance of the employees to effectively perform their current jobs but also enhances the knowledge, skills and attitude of the employees necessary for the future job, thus contributing to superior organizational performance. Therefore, the findings disagree with the hypothesis that states there is no relationship between motivational incentives and employee performance in the office of the Prime Minister (Refugee Department) Kampala.

Table 8: Showing how trainings to employees make them reduce on the level of absenteeism

	Responses	Frequency	Percent
	Strongly agree	51	63.8
	Agree	21	26.2
	Disagree	4	5.0
	Strongly disagree	4	5.0
	Total	80	100.0

Table 9 showing how trainings to employees in the office of the Prime Minister (Refugee Department) Kampala make them reduce on the level of absenteeism and the findings are 51 (63.8%) of respondents strongly agreed, 21 (26.2%) agreed with the statement and 8 (10.0%) disagreed and strongly disagreed consecutively with the statement. Therefore, the majority of the respondents were in line with the statement. The findings are in agreement with the literature of (Numerof, 2003), employee competencies change through effective training programs. It not only improves the overall performance of the employees to effectively perform the current job but also enhance the knowledge, skills and attitude of the workers necessary for the future job, thus contributing to superior

organizational performance. The findings reject the hypothesis that there is no relationship between motivational incentives and employee performance in the office of the Prime Minister (Refugee Department) Kampala

Table 10: Show promotions to employees ensure good accommodation facilities

	Responses	Frequency	Percent
	Strongly agree	51	63.8
	Agree	22	27.5
	Disagree	5	6.2
	Strongly disagree	2	2.5
	Total	80	100.0

The findings in the table 10 show how promotions to the employees in the office of the Prime minister (Refugee Department) Kampala ensure good accommodation facilities. 51 (63.8%) of respondents strongly agreed with the statement, 22 (27.5%) agreed with the statement, 5(6.2%) disagreed with the statement and 2 (2.5%) of the respondents strongly disagreed with the statement. Therefore, the respondents who agreed and strongly agreed with the statement were the majority. The findings were in agreement with (Turkyilmaz et al, 2011), Promotional opportunities affect employee motivation considerably. The desire for promotion is generally strong among employees as it involves change in job content, pay, responsibility, independence and status among others. An average employee in a typical government organization can hope to get two or three promotions in his entire service , though chances of promotions are better in private sector . It is no surprise that the employees take promotion as the ultimate achievement in their career and when it is realized, he/she feels extremely satisfied and this increase his or her performance at work leading to organizational productivity The findings are in disagreement with the hypothesis hence there is a relationship between motivational incentives and employee performance in the office of the Prime Minister (Refugee Department) Kampala

Table 11: Showing how promotions to employees help them to avoid late coming at work

	Responses	Frequency	Percent
	Strongly agree	54	67.5
	Agree	23	28.8
	Disagree	3	3.8
	Total	80	100.0

Table 11 showing how promotions to employees in the office of the Prime Minister (Refugee Department) Kampala help them to avoid late coming at work and the findings are 54 (67.5%) of respondents strongly agreed to the

statement ,23 (28.8%) agreed,3 (3.8%) disagreed with the statement and none of the respondents disagreed with the statement. Hence the majority of the respondents really supported the statement. The findings are in agreement with the literature of (Müller, 2011), that in order to analyze the systems firms use to motivate employees, it is essential to fully understand the incentive effects of promotions. Promotions have generated a great deal of theoretical interest, especially in the context of tournament models therefore has kept employees perform highly for the interest of promotion at work and this in return benefits the organization

Table 12: Showing a number of suggestions on other ways through which employee performance can be improved

	Suggestions	Frequency	Percent
	Salary increment	22	27.5
	Appraisals	15	18.75
	Awards	10	12.5
	Job security	3	3.75
	Education/scholarships	5	6.25
	Enough leave/more offs	2	2.5
	Encourage team work	2	2.5
	Lunch allowance	8	10.0
	Favorable working conditions	2	2.5
	Provide transport	7	8.75
	Provide salary loans	2	2.5
	Health insurance	2	2.5
	Total	80	100.0

According to the table 12, 22(27.5%) of the respondents recommended salary increment as the additional means of motivational incentive to the employees in the office of the Prime Minister (Refugee Department)Kampala and these were the majority recommending it , appraisals also covered 15 (18.75%) whereas awards covered 10 (12.5%), job security covered 3 (3.75%), education/scholarships covered 5 (6.25%),enough/more offs and encourage team works covered 4 (5.0%) consecutively, lunch allowance covered 8 (10.0%), favourable working conditions covered 2 (2.5%) , provide transport covered 7 (8.75%) and provide salary loans, health insurance also covered 4 (5.0%) respectively. Salary increment covered the biggest portion with 22 (27.5) followed by appraisals with 15 (18.75%) this was because salary increment and appraisals are the kind of motivational incentives that seem to be affordable

and do not take long to be implemented and can easily yield high results from the employees leading to organizational performance.

Conclusion

From the research findings, it can be concluded that motivational incentives can be categorized in two types basing on whether the motivational incentive states are internally or externally derived. These included intrinsic motivation and extrinsic motivation. It can also be concluded that there are two types of motivational incentive that an organization can use; the financial motivational incentive tools like salary, allowances and also the non-financial tools like reducing the workload, job security. It can also be concluded the management of the office of the prime Minister (Refugee Department) Kampala should always consider the interest and consent of their employees before coming up with any motivational incentive tool because for example most of them were recommending salary increment as the motivational incentive tool that best suit their interests The research also concludes that there is a very strong positive relationship between motivational incentives and employee performance. However, it can also be concluded that the root cause of low performance by the employees in the office of the Prime Minister was not related to feedback services but rather the motivational tools used by the organization which were not suiting the interests of the most employees.

Recommendations

The organization should consider further informing and training of its employees to equip them with more skills in order to improve their performance.

The organization should carry out a study before using a particular tool of motivational incentive and inform the employees about the procedures that must be gone through if they want for example, a salary increment

There is a need to promote career guidance and counseling among employees in the office of the Prime Minister as this will reduce their turnover rates thereby increasing their stay at the job to gain more experience which will improve performance of their duties.

The administration in the office of the Prime Minister should provide transport facilities to their employees since most employees especially in Refugee department work in the field.

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