
Motivation And It's Impact On Employees Performance. A Case Study Of Kampala Capital City Authority (Kcca)

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Abstract

The study set out to investigate the relationship between motivation and the level of employee performance. The study had three objectives; to examine the motivation practices used in KCCA, to examine factors affecting employee performance in KCCA, and to establish the relationship between motivation and employee performance. The study used a case study strategy which is Kampala Capital City Authority and an explanatory research design. To achieve the set objectives the study used stratified random sampling in sample selection by grouping the employees according to management levels. There after simple random sampling was applied to select respondents. A sample of 196 respondents was selected which comprised employees of Kampala Capital City Authority. The study revealed that KCCA carries out motivation of its employees in many ways including; provision of fringe benefits, paying bonuses to good workers, giving a sense of responsibility, promotion of consistently good workers and treating the workers equally. However, the study also revealed that the council does not use motivation tools including; remuneration, training, involvement of employees in decision making, and rotation of employees. The study further revealed that motivation is the major factor that affects employee performance. The study showed a direct strong and positive relationship between employee motivation and the performance of KCCA staff which is evidenced by the Pearson correlation of ($r= 0,823^{**}$), significance level $=0.01$.

Conclusively, the researcher found out that motivation has a positive influence on employee productivity and that if the management of KCCA strengthens their motivation practices, employees would perform more excellently hence attaining organizational goals. The researcher recommends that the council should always carry out thorough study on the various motivational practices that can motivate the specific employees such that they can apply the right tools appealing to the employees since the council's biggest challenge had been using particular motivational tools which would act as dissatisfies to some employees.

Keywords: Motivation, Employees and Performance

Background for the study

Globally, it has been found over the years that good remuneration is one of the policies that an organization can adopt to enhance the performance of its workers and thereby increase the productivity of the organization (Ramadhan et al., 2023). With the current global economic trend, most labor employers have also realized the fact that in order for their organizations to compete favorably, the performance of their employees significantly determines the success of the organization (Christopher, Moses, Muhindo and Muhammad , 2022). On the other hand, employee performance in any organization is vital not only for the growth of the organization but also for the growth of individual employees (Isaac et al., 2023). An

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organization needs to know who its excellent workers are, who needs further training and who does not contribute to the efficiency and well-being of the company or organization (Wegulo et al., 2023). Job performance can also be evaluated at all job levels such as: personnel decisions regarding promotion, job rotation, job enrichment, etc. (Christopher, Moses, Muhindo, & Nturanabo, 2022) Employee motivation is an important intermediate control. tool and therefore should be followed in order to achieve benefits such as increased employee engagement, increased productivity and efficiency (Ntirandekura & Christopher, 2022). Motivation emphasizes results-oriented management through setting smart goals and effective communication systems in the organization (Winny, Kazaara, et al., 2023). In Africa, interest in the effective use of rewards to influence worker performance in order to motivate them began in 197, many people have conducted research in this area, some of which are (Winny, Ariyo, et al., 2023). Worker performance has become important due to the increasing interest of human resources and HR professionals in the level of output obtained from workers due to poor compensation (Paul & Kazaara, 2023). This attitude is also a social problem and is very important to identify the problems that arise in the industrial environment due to the nonchalant attitudes of managers to manage their workers by rewarding them well to maximize their productivity (Ntirandekura & Christopher, 2022). With this in mind, this study attempts to identify the impact that motivation has on employee performance in order to address issues arising from motivational approaches in organizational settings. (Innocent et al., 2023), supported the assumptions that workers tend to perform more effectively if their wages are related to performance, which is not based on personal bias or prejudice, but on an objective assessment of the employee's merits (Ntirandekura & Alex, 2022). Although several techniques for measuring job performance have been developed, in general the specific technique chosen varies according to the type of work. To achieve prosperity, the organization devises various strategies to compete with its rivals and to increase the performance of the organization (Christopher, Moses, Muhindo, & Muhammad, 2022). In Kenya, (Ramadhan et al., 2023) states that in today's market, where companies are looking for a competitive advantage, motivation is key to talent retention and performance. Regardless of the economic environment. Their goal is to create a workplace that is engaging and motivating. Where employees want to stay, grow and contribute their knowledge, experience and expertise. In Uganda, according to a report by the Uganda Trade Union (2007), very few organizations believe that the human staff and employees of any organization are its main assets that can lead it to success or, if not well focused, to failure (Ntirandekura & Christopher, 2022) . Unless and until the employees of any organization are satisfied with it. are motivated and supported to complete tasks and achieve goals, no one in the organization can advance or achieve success. All these issues require research efforts to focus on how an appropriate reward package can encourage or influence workers to develop a positive attitude towards their work and thus increase their productivity (Isaac et al., 2023). It is important to note that after recruitment, most employees subsequently expect or demand additional benefits as compensation for their time and effort to achieve organizational goals in addition to a standard wage or

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salary (Musaibah et al., 2023). If the above benefits are not offered, it usually leads to various forms of dissatisfaction which may include; high absenteeism, constant complaints, high turnover of workers, strikes and, as a result, low performance of their duties (Ntirandekura, Friday, et al., 2022).

Kampala City Council Authority (KCCA) is a public organization operating in the capital city of Uganda-Kampala. It has offices in five divisions of Kampala, that is, Makindye, Nakawa, Kawerape, Rubaga and Central Division (Polycarp et al., 2023). The study mainly focuses on KCCA operations in the Central Division located in the Town Hall building near the Parliament of Uganda. KCCA intends to serve the residents of the city through coordinated service delivery focusing on local priorities and contributing to improving the quality of life (Christopher, Muhindo & Nakalema, 2022). However, it was challenging for KCCA to follow the above target, to register the poor performance of the employees.

Statement of the problem

Towers, P. (2003) emphasizes that employee motivation is perhaps the biggest driver of organizational performance (Ntirandekura, Friday, et al., 2022). He adds that an organization that is able to motivate and retain its employees can use their zeal and commitment to ensure employee performance. In KCCA, employees receive allowances, bonuses, holidays among others, but there are still many ongoing complaints and facts about the inefficiency and performance of KCCA employees (Ntirandekura, Ainebyoona et al., 2022).

whereas various parties attribute poor employee performance to factors such as poor quality of education, lack of experience (Lydia et al., 2023), insufficient resources and others; Unions such as UNATU attribute the poor performance to low levels of worker motivation. According to UNATU (2017), workers are not motivated enough to devote all their energy to their jobs. Organizations do everything to improve performance without paying enough attention to the motivation of their workers, and therefore their performance has not changed significantly regardless of changes in their operating systems (Ivan et al., 2023). The researcher was therefore interested in examining the influence of motivation on organizational performance

Objectives of the study

1. To examine the motivation practices used in KCCA.
2. To examine factors affecting employee performance in KCCA.
3. To establish the relationship between motivation and employee performance.

Methodology

The researcher used a case study strategy which was Kampala Capital City Authority and an explanatory research design because it sought to explain why there were still low levels of employee performance despite the many ways put in place by the management of KCCA to motivate its employees (A & Ahmed, 2019). The population of the study included the management of Kampala City Council Authority especially

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those involved in the human resource management and the employees themselves (Nafiu et al., 2012). The study population was 391 which included employees at the head office Daily monitor 14th /Jan/2019(www.KCCA.go .ug.com). The researcher had use a sample size of 196 respondents which was got from 391 employees of Kampala Capital City Authority in Central division (Rasheed et al., 2022). These was categorized in the following manner, 20 from the human resource, 20 from the finance and accounting department, 20 from the marketing department and 20 from operations department, 20 from procurement department,20 from research and developmentdepartment,20 from trade and commerce department,20 from planning and development department,20 from IT department and 16 from transport department (Nafiu et al., 2017).

Table 1: The number of respondents from each department

Department	No. of respondents
Human	20
Finance and Accounting	20
Marketing	20
Operations	20
Procurement	20
Research & Development	20
Trade & Commerce	20
Planning & Development	20
IT	20
Transport	16
TOTAL	196

Random sampling technique is a process of selecting a sample that allows all members of the group or population to have an equal and independent chance of being selected for the sample (Nafiu et al., 2017). Random sampling technique was employed when selecting the employees at operational level. This was done to avoid bias (Jallow et al., 2022). Purposive sampling technique refers to a process whereby the researcher selects a sample based on experience or knowledge of the group to be sampled. The researcher used questionnaire and interviews guide as an instrument of data collection. A questionnaire is a list of questions drafted by the researcher to be filled by the respondent, This was the basic tool the researcher used in data collection (Nafiu et al., 2013). The questionnaire was consisted of both close ended and open ended structured questions and the variables there was Measure using like scaling technique. The reason for use of this method was to minimized bias (Lu et al., 2013). Data was gathered by used of questionnaire, processes by editing, and computing. It was also analyzed by use of tables. The researcher used Pearson's correlation coefficient to determine the relationship between the two variables which was motivation and

employee performance. Data was analyzed inform of tables, frequencies and percentages using SPSS & STATA (Nelson et al., 2022).

RESULTS

Table 1: Wages and salaries

Motivation Levels	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	6	3	3	3
Agree	13	7	7	10
Not sure	17	9	9	19
Disagree	140	71	71	90
Strongly disagree	20	10	10	100
Total	196	100	100	

Source: Primary Data

Table 1 shows that 3 percent of the respondents strongly agree and 13 percent agree that the current salary motivate them. When this is compared to those who say that the current salary does not motivate them (81 percent combined), it is clear that the majority disagree with the statement. This implies that the salaries given to staff members have an impact on the levels of performance though Kampala Capital City Authority does not consider salaries and wages as its motivation tool. Management should consider wages and salaries as a motivation tool for better results (Alex et al., 2023). Payment should be done in time and worth the employees' effort.

Payment in time

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

Table 2: Timely Payments

Timely Payment	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	25	13	13	13
Agree	50	25	25	38
Not sure	39	20	20	58
Disagree	60	31	31	89
Strongly disagree	22	11	11	100
Total	196	100	100	

Source: Primary data

From table 2 above, 38 percent of the respondents in total agree that they are paid in time while most of the respondents, 42 percent disagree with the statement. This means that KCCA does not use this tool as a motivator for its employees. Management should revise it payment schedules and endeavor always to pay

in time. This will help employees in meeting their demands and ensuring proper budgeting of their funds (Annet et al., 2023).

Piece rate system

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

Table 3: Work load & payment

Work load & payment	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	20	10	10	10
Agree	30	15	15	25
Not sure	55	28	28	53
Disagree	55	28	28	81
Strongly disagree	36	19	19	100
Total	196	100	100	

Source: Primary data

From table 3, 47 percent of the respondents in total disagree with the statement while only 25 percent of them agree with the statement and 28 percent are not sure. Going with the majority, KCCA 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 (Frank et al., 2023).

Table 4: Fringe benefits

Fringe benefits	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	80	41	41	41
Agree	60	31	31	72
Not sure	8	4	4	76
Disagree	26	13	13	89
Strongly disagree	22	11	11	100
Total	196	100	100	

Source: Primary data

Table 4 shows that 72 percent of the respondents in total agree that KCC A provides fringe benefits against the 24 percent who disagree and 4 percent are not sure. This means that the council is in agreement with the earlier revelation by that provision of fringe benefits is one of the tools that can be used to motivate employees (Kazaara & Kazaara, 2023). Management should continue to provide more of the fringe benefits such as medical allowances, housing allowance and transport allowance to its employees.

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Table 4: Bonus Payments

Bonus Payments	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	100	51	51	51
Agree	40	20	20	71
Not sure	40	20	20	91
Disagree	10	5	5	96
Strongly disagree	6	4	4	100
Total	196	100	100	

Source: Primary data

Table 4 shows that 71 percent of the respondents in total agree with the statement that when employees meet the set targets, they are paid a bonus and only 9 percent of the respondents disagree with the statement while 20 percent are not sure. It is an indication that KCCA uses bonuses to motivate its employees (Emmanuel et al., 2023). Management should consistently revise its bonus payment practice in order to maintain the present employee satisfaction.

Table 5: Staff training

Employee training	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	21	10	10	10
Agree	5	3	3	13
Not sure	70	36	36	49
Disagree	30	15	15	64
Strongly disagree	70	36	36	100
Total	196	100	100	

From table 5, 13 percent of the respondents in total who work with KCCA Agree that KCCA provide them with training most of the times. However, 51 percent disagree with the statement and 36 percent are 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 KCCA should take up the tool of training its employees to equip them with the necessary skills needed to produce quality work in the organization (Ntirandekura, Ainebyoona, et al., 2022).

Table 6: Job rotation

Employee rotation	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	6	3	3	3
Agree	46	23	23	26
Not sure	4	2	2	28

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Disagree	60	31	31	59
Strongly disagree	80	41	41	100
Total	196	100	100	

Source: Primary data

Concerning preventing boredom by KCCA rotating its employees within the organization, 26 percent of the respondents in total agree with the statement. However, a bigger percentage of 72 of the respondents do not agree with the statement and 2 percent are not sure. Basing on the majority of the respondents, it can be noted that the council does not rotate its employees which creates boredom (Ivan et al., 2023). Therefore, management should endeavor to rotate its employees within the organization as a way of preventing boredom and facilitating interaction amongst the employees.

Table 7: Decision making exercise

Decision making	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	17	9	9	9
Agree	13	7	7	16
Not sure	29	15	15	31
Disagree	50	25	25	56
Strongly disagree	87	44	44	100
Total	196	100	100	

Source: Primary data

Considering decision making in KCCA, results show that 69 percent of the respondents disagree with the statement against the 16 percent in total who agree and 15 percent are not sure. This means that most of the workers do not actually take part in the decision making of the organization implying that the management decides what is to be done and passes it on to the lower workers (Holzmann et al., 2018). Management of KCCA should consider involving workers at the different levels to take part in decision making in order to make them know that their contribution adds value to the development of the organization.

Table 8: Degree of responsibility

Sense responsibility	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	40	20	20	20
Agree	90	46	46	66
Not sure	25	13	13	79
Disagree	30	15	15	94
Strongly disagree	11	6	6	100
Total	196	100	100	

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Source: Primary data

Table 8 shows that 66 percent of the respondents in total who work with KCCA agree that they are given a sense of responsibility at the work place. Only 41 percent 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 (1959) hygiene theory which postulates that responsibility at work motivates employees (Christopher, Moses, Muhindo, & Nturanabo, 2022). This motivation practice should be maintained by KCCA management.

Table 9: Hectic work

Hectic work	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	5	3	3	3
Agree	50	25	25	28
Not sure	120	61	61	89
Disagree	16	8	8	97
Strongly disagree	5	3	3	100
Total	196	100	100	

Source: Primary data

Table 9 shows that the 28 percent of the respondents in total agree with the statement that their work is challenging while 21 percent of the respondents in total disagree. However, most of the respondents were not sure about their status. This provides that, employees do not know what it means for the work to be challenging. Management should teach its employees what challenging work means and its importance that accrue from a challenging work. This will increase creativity and innovations within employees thus increased productivity of labor.

Table 10: Staff Promotions

Employee Promotion	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	29	15	15	15
Agree	80	41	41	56
Not sure	60	31	31	87
Disagree	20	10	10	97
Strongly disagree	7	3	3	100
Total	196	100	100	

Source: Primary data

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From table 10 above, it can be noted that 56 percent of the respondents in total agree that when someone performs well consistently they are promoted. 31 percent are not sure while only 13 percent disagree with the statement. This therefore, means that KCCA uses promotions as its tool to motivate its employees a practice that management should maintain (Christopher, Moses, Muhindo, & Komunda, 2022).

Table 11: Fair treatment of staff

Equal treatment of employees	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	67	35	35	35
Agree	60	31	31	66
Not sure	30	15	15	81
Disagree	20	10	10	91
Strongly disagree	19	9	9	100
Total	196	100	100	

Source: Primary data

Table 11 shows that 66 percent of the respondents in total agree that depending on someone's efforts, experience and education, KCCA relatively treats its employees equally while 19 percent disagree and 15percent are not sure. This means that KCCA treats its employees equally in order to motivate them. This is a practice that management should continue to uphold because the employees feel that they are cherished at the work place.

Table 12: Motivation and staff performance

Motivation as a factor	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	110	56	56	56
Not sure	26	13	13	69
Strongly disagree	60	31	31	100
Total	196	100	100	

Source: Primary data

Considering motivation as the most important factor in employee performance, 56 percent of the respondents in total agree to the statement while only 31 percent disagree and 13 are not sure. These findings are in agreement with the earlier revelations made by Kathleen (2004) that in order to improve one's performance he/she needs to be motivated. Management should maintain this practice of motivating its employees and even research for more new motivation tools.

Table 13: Goal clarity

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Goal Clarity	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	40	20	20	20
Agree	83	43	43	63
Not sure	40	20	20	83
Disagree	11	6	6	89
Strongly disagree	22	11	11	100
Total	196	100	100	

Source: Primary data

Table 13 shows that 63 percent of the respondents who work with KCCA agree that goal clarity can help employees to improve on their levels of performance. Only 33 percent in total disagree and 40 percent are not sure. These findings are in agreement with the earlier revelations made by Willmot (2007) who asserted that people must have in mind a clear picture of any end or goal they are to achieve in order to perform to their best always. The management should continue to clarify- organizational goals to the employees for better performance.

Table 14: Working conditions

Working conditions	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	115	60	60	60
Agree	50	25	25	85
Not sure	12	6	6	91
Disagree	7	3	3	94
Strongly disagree	12	6	6	100
Total	196	100	100	

Source: Primary data

From table 14. It can be noted that 85 percent of the respondents in total agree that working conditions can greatly improve on the performance of the individuals while only 19 percent in total disagree and 12 percent are not sure. Going with the majority, it can be concluded that the employees believe that better working conditions can help them to improve on the level of their performance. Management should endeavor to improve on the working conditions of employees for better performance.

Table 15: Knowledge of the structure

Knowledge of the structure	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	60	31	31	31
Agree	90	46	46	77
Not sure	25	13	13	90

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Disagree	6	3	3	93
Strongly disagree	15	7	7	100
Total	196	100	100	

Source: Primary data

Table 15 results show that only 21 percent of the respondents in total disagree with the statement, 25 percent are not sure while the majority of 77 percent agree that in order to improve their performance, the employees need to have knowledge of the structure of the organization since this can help them maneuver around the problems and hence perform better. Management should uphold this practice such that employees can always know in which department to report the various issues that arise in the organization.

Table 16: Modern Technology

Modern Technology	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	40	20	20	20
Agree	100	51	51	71
Not sure	30	15	15	86
Disagree	19	10	10	96
Strongly disagree	7	4	4	100
Total	196	100	100	

Source: Primary data

From table 16, 71 percent of the respondents in total who work with KCCA believe that with modern technology, performance can always be better against the 14 respondents in total who disagree and 15 percent who are not sure. This is in agreement with the earlier revelations made by Samuel (2010) that technology can greatly improve on the individual performance. However, some of the 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 operates the modern technology.

Table 17: Ability, training and experience

Ability, training & experience	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	44	22	22	22
Agree	120	61	61	83
Not sure	20	10	10	93
Disagree	9	5	5	98
Strongly disagree	3	2	2	100
Total	196	100	100	

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From table 17. 83 percent of the respondents in total who work with KCCA believe that an individual with ability, experience and training for a particular job, his/her performance is always going to be up. The 7 percent disagree and 10 percent are not sure. The management should endeavor to consider the ability, training and experience of employees in order to improve on an individual's capability to perform.

Table 18: Motivation and Employee performance

		Motivation	Employee Performance
Motivation	Pearson Correlation	1	0.823**
	Sig. (2-tailed)		.000
	N	196	196
Employee performance	Pearson correlation	0.823**	1
	Sig. (2-tailed)	.000	
	N	196	196

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

The Pearson correlation coefficient above reveals that there is a positive and significant relationship between employee motivation and their performance in Kampala Capital City Authority, This is shown by the Pearson correlation of 0.823** tested at 0.01 level of significance. Also the correlation shows a gap of 0.177 that needs to be closed by the management of KCCA (Nelson et al., 2023). Management should consider all the motivational tools like timely payment, piece rate system, employee fringe benefits, employee training and rotation, goal clarity and employee involvement in decision making among others used in motivating employees so as to fully satisfy employee needs.

Conclusion

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 KCCA is the trying to motivate its employees though the tools it is using do not exactly match with the expectations of the employees.

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

The research also concludes that there is a very strong positive relationship between motivation and employee productivity. However, it can also be concluded that the root cause of poor performance in KCCA 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.

Recommendations

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

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