

**Influence of Intrinsic and Extrinsic Motivation and Employees' Job Satisfaction in the Local Government: A Case of Kamwenge District, Uganda**

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**Abstract**

This study was analyzed the contributions of intrinsic and extrinsic motivation on employee job satisfaction in Kamwenge District Local Government, Uganda. The study used a descriptive research design which specifically focused on correlation analysis of the study data. Using a questionnaire and an interview guide, data was collected from 152 respondents that included general administration, finance and internal audit, community-based services, production, health and education departments at KDLG. It was found that the majority of the responses were on strongly agree side. The study recommended that the government should support employee motivation in both intrinsic and extrinsic ways so that the institutions are able to meet their targeted goals in time.

**Keywords: Intrinsic Motivation, Extrinsic Motivation, Organization, Human Resources, Employee Job Satisfaction**

**Introduction**

Globalization of the economies has increased human resource mobility and organizations are looking for ways to retain talent, improve employee satisfaction, improve their corporate image and achieve corporate goals. Ali, Cerase, and Farinella (2017) indicated that "an organization is an open system that operates within and interacts with both domestic and international environments". In addition, studies on motivation indicate that "managers do not motivate employees by giving them higher wages, more benefits or new status symbols" (Bischman, 2019). Employees are motivated by their own inherent need to succeed at challenging task. Abejirinde (2017) observed that motivation is a fundamental attitude, which is in turn initiated by desires and 'motive'. Hakala (2018) points out that you can do everything else right as a manager, lay brilliant plans, draw clear organization charts, set up modern assembly lines, and use sophisticated accounting controls but still fail by hiring the wrong people or by not motivating the subordinates.

According to Mohyadin and Mohamud (2019), in most African countries, there is public employees' motivational dilemma. In the Ugandan context, the ratio of salaries of public servants is very low and this does not encourage good satisfaction. This is indicated in the Government of Uganda salary structure for public servants. BMAU report (2019) adds that "Ugandan public sector salaries are not competitive as compared to what the private sector offers for similar qualifications and competence level". The presence of this uncompetitive salary structure in the public service added to the deplorable service satisfaction because of feeble productivity, weakened commitment, corruption, and absenteeism while in pursuit for alternative employment. Besides the salary being low, there are gross discrepancies in the pay levels across traditional Public Service, Ministries, Departments and Agencies (MDAs). Uganda's public sector has been inconvenienced by of lack of national values, poor attitude towards work, lack of ethics, absence

**Received: 17.12.2023**

**Accepted: 23.12.2023**

**Published on: 30.12.2023**

of client-centeredness in service delivery, and lack of initiative to adapt to modern ICT technologies. Notwithstanding capacity building initiatives and the existing laws, public servants have remained inward-looking and self-centered. This has been persistent in the public service especially in the implementation of public service reforms and the payroll management reforms where the attitude of some staff has not changed (BMAU Report, 2019). Motivation is defined as situation of willingness of an employee to contribute high level of effort toward her/his work, conditioned by the capacity of the effort to satisfy the employee's personal needs as well as personal environment. Buberwa (2020) and Noe (2019) define motivation as anything given or done to raise employees' morale; it can be financial, material or written congratulation with an intention to increase employees' satisfaction. To motivate is to create a desire or willingness to perform in the manner in which managers want to get the work done which is distinct from the capacity to work. Monday and Monday (2018) state that "the underlying concept of motivation is some driving force within individuals by which they attempt to achieve some goals in order to fulfill certain needs". Therefore, human resource managers have to balance between employee's needs and organizational needs. Abbas (2021) argues that lack of motivation of employees in an organization is sine qua non to the failure in the achievement of the desired or designed objectives.

Employee satisfaction is considered as the measure of the quality of human capital which was held by the organization and is a key thrust in the development agenda of Uganda Local Government. According to Pinder, (2018), "the determinants of

satisfaction are personal, organizational, environmental, motivation, skill level, aptitudes and role perceptions". Moreover, Noe (2019) explained that "motivational components are typically based on expectancy theory, which states that productivity increases when the level of motivation is increased". Motivation is considered as one of the determinants of job satisfaction. In other words, the determinants of employee job satisfaction were motivation, aptitudes and skill level. To the government, employee job satisfaction is very important because it will reflect the government satisfaction and in an era where government claims it is using seventy percent of the taxable revenue to pay salaries as a result of implementing single-spine pay policy.

In Uganda, "having interest in effective use of rewards to influence worker's satisfaction to motivate them began in the 2015's". So many people have carried out researches in this area, some of which are Mukasa, (2018) and Kwandaiy, (2021). The satisfaction of workers has become crucial as a result of an increase concern of human resources and personnel experts about the level of output obtained from workers due to poor remuneration. This attitude is also a social concern and is very important to identify problems that are obtained in industrial setting due to nonchalant attitudes of managers to manage their workers by rewarding them well to maximize their productivity.

According to Mukasa (2018), motivation can be extrinsic or intrinsic. The extrinsic kind is the one that comes from external rewards and other like factors. The intrinsic kind is the one that comes from within the person. Today, in the real world, studies relating motivation and employee satisfaction have become very essential for the business operations to

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**Received: 17.12.2023****Accepted: 23.12.2023****Published on: 30.12.2023**

achieve the objectives and goals of organizations, as employees' satisfaction depend on the extent of their motivational level (Armstrong, 2021).

In view of this, this study attempted to identify the impact that motivation has on employee satisfaction in Kamwenge local government in order to address problems arising from motivational approaches in organizational settings. Vroom (2020, pp. 101-103) supported the assumptions that workers tend to perform more effectively if their wages are related

to satisfaction which is not based on personal bias or prejudice, but on objective evaluation of an employee's merit. Though several techniques of measuring job satisfaction have been developed, in general, the specific technique chosen varies with the type of work. For achieving prosperity, an organization designs different strategies to compete with their rivals and for increasing the satisfaction of the organizations.

### **Statement of the Problem**

In the recent past, much study effort has been put toward understanding how a company performs and how to motivate its employees. The ability of a business to inspire its employees to carry out its goal and vision is of utmost importance (Kwanda, 2021). In order to reward and retain their employees and improve their satisfaction, businesses work to increase employee motivation by offering higher payrolls, pensions, sick pay, risk pay, bonuses, favorable working conditions, holiday packages, recognitions, job security, allowances, training opportunities, and other benefits.

There is an urgent need to comprehend the complex relationship between the local government's motivating techniques and their direct impact on workers' job satisfaction in the setting of Kamwenge District, Uganda. A dearth of thorough research continues to impede efforts to improve employee motivation, which in turn impedes the creation of efficient policies and procedures that have the potential to greatly increase job satisfaction levels. As a result, there is a knowledge vacuum regarding the precise motivating elements that affect workers in Kamwenge District local government, which hinders the development of focused interventions to raise general job satisfaction and, consequently, organizational effectiveness and productivity."

If the problem continues, the KDLG is probably not going to be able to meet its development objectives and effectively provide public services (Office of the Town Clerk, Kamwenge local government, 2021). Thus, using the Kamwenge local government as a case study, the researcher was motivated to "investigate the impact of motivation on employee satisfaction in Uganda as a result of this circumstance.

### **Objective**

The objective of the study was to examine the influence of intrinsic and extrinsic motivation on employees' job satisfaction in Kamwenge district local government, Uganda.

### **Research Questions**

- i What is the contributions of intrinsic motivation on employee job satisfaction?
- ii What is the contributions of extrinsic motivation on employee job satisfaction?

**Received: 17.12.2023**

**Accepted: 23.12.2023**

**Published on: 30.12.2023**

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### Methodology

The study took a descriptive research technique with a focus on correlation analysis of the study data. The study utilized a mixed method approach, considering both quantitative and qualitative in data collection, management and analysis. A quantitative approach assisted in establishing statistical data that was generalized to explain the effect of motivation on employee satisfaction in the Public Sector. Accordingly, a properly executed quantitative method assisted or in policy or decision by providing specific information from a broad range of sample populations (Bryman, 2018). Complementarily, opinions and views of participants in strategic and technical positions that provided detail on scope of motivation and employee satisfaction of KDLG was incorporated. This was a qualitative perspective. A mixed approach also provided a comprehensive detail of data about the impact of motivation on employee satisfaction of Kamwenge district local government.

The study was conducted in Kamwenge district local government. Throughout all the departments. KDLG had a total of 250 employees distributed in all its departments (KDLG Human Resource departmental report, 2021). Employees' at all managerial hierarchies were represented in the study, since employee satisfaction cut across all departments of the local government. According to Krejcie and Morgan's sample table for selecting a sample from a certain population (Krejcie & Morgan, 2015), the study sample consisted of 152 study units. The selected sample was distributed among employees of KDLG.

### Results

When a question about the contribution of intrinsic and extrinsic motivations on employee satisfaction in local government in Uganda was presented to the respondents, they were expected to answer by ticking in the options that were presented which included scale ranges of Strongly Disagree (1), Disagree (2), uncertain (3), Agree (4) and Strongly Agree (5).

**Table 1: Contribution of intrinsic and extrinsic motivation on employee satisfaction in local government**

|   | Statement                                                                                                           | 1          | 2          | 3          | 4            | 5            | TOTAL       |
|---|---------------------------------------------------------------------------------------------------------------------|------------|------------|------------|--------------|--------------|-------------|
| 1 | In this local government, motivation can be divided into extrinsic and intrinsic motivation                         | 3<br>2.5%  | 2<br>1.67% | 6<br>5%    | 51<br>42.5%  | 56<br>46.67% | 120<br>100% |
| 2 | This local government provide salary and benefits, promotion and disciplinary action for its human resource         | 4<br>3.33% | 5<br>4.17% | 6<br>5%    | 46<br>38.33% | 59<br>49.17% | 120<br>100% |
| 3 | Satisfaction-related-pay improve worker satisfaction through direct incentive in this local government              | 7<br>5.83% | 6<br>5%    | 7<br>5.83% | 50<br>41.67% | 47<br>39.17% | 120<br>100% |
| 4 | In KDLG, non-monetary types of rewards are meaningful to employees and very motivating for satisfaction improvement | 7<br>5.83% | 4<br>3.33% | 8<br>6.7%  | 42<br>35%    | 57<br>47.5%  | 120<br>100% |

Received: 17.12.2023

Accepted: 23.12.2023

Published on: 30.12.2023

|   |                                                                                                                                                            |            |            |            |              |              |             |
|---|------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|------------|------------|--------------|--------------|-------------|
| 5 | In this local government, recognition and promotions are needed to encourage all employees for work towards goals and targets                              | 2<br>1.67% | 6<br>5%    | 2<br>1.67% | 35<br>29.17% | 74<br>61.67% | 120<br>100% |
| 6 | This Local government has created a working environment and developed policies and practices that provide for higher levels of satisfaction from employees | 5<br>4.17% | 7<br>5.83% | 3<br>2.5%  | 45<br>37.5%  | 58<br>48.33% | 120<br>100% |
| 7 | Social reward, symbolic rewards, has been observed to play key role in defining the direction of staff satisfaction in KDLG                                | 4<br>3.33% | 2<br>1.67% | 9<br>7.5%  | 35<br>29.17% | 70<br>58.33% | 120<br>100% |

**Source: Primary Data (2023)**

For the statement “In this local government, motivation can be divided into extrinsic and intrinsic motivation”, 46.67% of the respondents strongly agreed, 42.5% of the respondents agreed, 5% of the respondents were undecided, 1.67% disagreed while 2.5% of the respondents strongly disagreed.

For the statement “This local government provide salary and benefits, promotion and disciplinary action for its human resource”, 49.17% of the respondents strongly agreed, 38.33% of the respondents agreed, 5% of the respondents were undecided, 4.17% of the respondents disagreed while 3.33% of the respondents strongly disagreed.

For the statement “Satisfaction-related-pay improve worker satisfaction through direct incentive in this local government”, 39.17% of the respondents strongly agreed, 41.67% of the respondents agreed, 5.83% of the respondents were undecided, 5% of the respondents disagreed while 5.83% of the respondents strongly disagreed with the statement.

For the statement “In KDLG, non-monetary types of rewards are meaningful to employees and very motivating for satisfaction improvement”, 47.5% of the respondents strongly agreed, 35% of the respondents agreed, 6.7% of the respondents were undecided, 3.33% of the respondents disagreed with the statement while 5.83% of the respondents strongly disagreed with the statement.

For the statement “In this local government, recognition and promotions are needed to encourage all employees for work towards goals and targets “, 61.67% of the respondents strongly agreed, 29.17% of the respondents agreed, 1.67% of the respondents were undecided, 5% of the respondents disagreed with the statement while 1.67% of the respondents disagreed.

For the statement “This Local government has created a working environment and developed policies and practices that provide for higher levels of satisfaction from employees”, 48.33% of the respondents strongly agreed, 37.5% of the respondents agreed, 2.5% of the respondents were undecided, 5.83% of the respondents disagreed with the statement while 4.17% of the respondents strongly disagreed with the statement.

For the statement “Social reward, symbolic rewards, has been observed to play key role in defining the direction of staff satisfaction in KDLG”, 58.33% of the respondents strongly agreed, 29.17% of the respondents agreed, 7.5%

**Received: 17.12.2023****Accepted: 23.12.2023****Published on: 30.12.2023**

of the respondents were undecided, 1.67% of the respondents disagreed with the statement while 3.33% of the respondents strongly disagreed with the statement.

When a question about how intrinsic and extrinsic motivation affects employee satisfaction in local government, respondents were expected to give their views by writing in the space that was provided. It was an open ended question and different respondents gave different views. The views were sorted and given letters ABC to represent the views.

**Group A: respondents said**

*“For complex tasks, intrinsic motivation helps to drive higher performance. When we assess organization cultures, we find that when the job itself is enjoyable and interesting, employees work harder and people have a greater focus and committed without the need for extrinsic motivators”*

Another went ahead and said that *“intrinsic motivation can lead to higher quality of work and extrinsic motivation can provide tangible acknowledgement of an employee’s contributions”*

**Group B: respondents said**

*“Recognizing and rewarding employees for their efforts such as promotion or bonuses can improve satisfaction levels”*

*“intrinsic motivation plus extrinsic motivation = employee satisfaction if there are no disruptors in an organization.”* they continued and said that

*“high levels of output due to increased wages paid to workers and intrinsic motivation can drive employees to find creative solutions to challenges that may come about”*

**Group C: respondents said**

*“intrinsic motivation can lead to innovation and creativity. Extrinsic motivation on the other hand comes from external reward factors”*

*“intrinsic motivation leads to good quality of work. Extrinsic motivation can motivate some employees who are primarily driven by external factors.”*

*“they have inspired employees to work with harmony and zeal hence a relatively administration has been extended to the people.”*

**Discussion of the findings**

The findings showed that at Kamwenge district local government there were more males (52.5%) than females (47.5%). Such respondents were degree leavers (38.33%). Over half (50.8%) of the respondents were in the age bracket of 35-60 years and had spent 1-5 years working with Kamwenge district local government. Such background indicate that the study participants were literate and eligible enough to provide relevant data required by the study on motivation and employee satisfaction at KDLG.

For the statement “In this local government, motivation can be divided into extrinsic and intrinsic motivation”, 46.67% of the respondents strongly agreed, 42.5% of the responds agreed, 5% of the respondents were an undecided, 1.67% disagreed while 2.5% of the respondents strongly disagreed.

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For the statement “Social reward, symbolic rewards, has been observed to play key role in defining the direction of staff satisfaction in KDLG”, 58.33% of the respondents strongly agreed, 29.17% of the responds agreed, 7.5% of the respondents were undecided, 1.67% of the respondents disagreed with the statement while 3.33% of the respondents strongly disagreed with the statement.

Herzberg argues that intrinsic job factors are motivating, whereas extrinsic factors only placate employees. According to Herzberg, the workers get motivated when they are responsible for their work. He also proposed that “managers can give their employees more authority to their job and offer them direct and individual feedback in order to motivate and help employees to connect to their work” (Weihrich and Koontz, 2021).

Further, Fielding, (2019) indicated that intrinsic and extrinsic motivators are needed to satisfy the basic needs of all employees. Rewards need to be available to people in the same positions and be distributed fairly and equitably. Finally, Kuo, et al, (2019) advised that employees should not be intimidated because Management’s openness to staff members’ input, feedback, ideas and suggestions is the cornerstone of good communications and strong employee relationships.

Therefore, there is the need for motivation in any organization whether intrinsic or extrinsic. Organizations must recognize that lack of motivation to their employees affects their satisfaction because they have needs that need to be fulfilled.

**Received: 17.12.2023**

**Accepted: 23.12.2023**

**Published on: 30.12.2023**

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### **Conclusions**

The study concluded that being recognized and promotions was the major effect of employee motivation that affects employees at Kamwenge district local government. It was revealed that without promotions and being recognized at the workplace would make employees perform poorly hence affecting them

### **Recommendations**

The government of the republic of Uganda through the ministry of local government, ministry of finance planning and economic development should offer support in form of capacity building and staff promotions as a way of realizing quality and good satisfaction in the local governments.

The administration of Kamwenge district local government and the entire local government should support employee motivation in both intrinsic and extrinsic ways so that the institutions are able to meet their targeted goals in time. This is possible when the administration schedules motivation programmes such as awards as a way of recognition, salary increment, promotions among others.

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**Received: 17.12.2023**

**Accepted: 23.12.2023**

**Published on: 30.12.2023**

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