

Relationship Between Social Motivation and Employees' Job Satisfaction in Kamwenge District, Uganda

Maniragaba Rauben

Metropolitan International University

Abstract

This research was established the relationship between social motivation and 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. Findings from the first and second study objective about the contributions of intrinsic and extrinsic motivation on employee job satisfaction at KDLG found out that the majority of the responses were on strongly agree side. The study found that there was a significant relationship between the variables. Thus, a statistically positive relationship was observed after correlating motivation with employee job satisfaction. The study recommended that the government should offer support in form of capacity building and staff promotions as a way of realizing quality and good job satisfaction in the local governments and the administration of Kamwenge District Local Government. This is possible when the administration schedules motivation programmes such as awards as a way of recognition, salary increment, promotions, among others.

Keywords: Social Motivation, Organization, Human Resources, Employee Job Satisfaction

Introduction

A high performing organization, according to Kaliprasad0 (2019), has a culture in which all organizational members participate in aspects that define the organization. Having a strong culture means that there is no need to dispute certain issues as everybody knows how to get the correct things done. By default, a culture that is developed will preserve what is tried and verified. When an organization culture aligns itself with an appropriate strategy that is well developed, the net result is a stronger culture and therefore a high-performing organization. This setup calls for reinforcement of existing culture by the leaders through encouraging, modeling and rewarding behaviors to the employees.

Motivation can be divided into extrinsic and intrinsic motivation. Extrinsic motivation refers to external factors, which can be measured in monetary terms, such as salary and benefits, promotion and

disciplinary action. Extrinsic motivators can have an immediate and powerful effect, but it will not necessarily last long. Intrinsic motivation refers to internal factors such as job satisfaction, responsibility, freedom to act, scope to use and develop skills and abilities and challenging work and opportunities for development. Intrinsic motivators which are concerned with the quality of working life are likely to have a deeper and longer-term effect. These two different aspects of motivation are connected to each other and cannot be seen in isolation (Ijosiga, Abdul Wahid, 2021).

Satisfaction-related pay can improve worker performance through direct incentive effects as workers expend more effort creating the outputs that are rewarded through pay, and through worker sorting since abler workers have more to gain from a pay system which rewards them according to their satisfaction (Papazisi, 2018). The view that specific

Received: 15.12.2023

Accepted: 20.12.2023

Published on: 30.12.2023

rewards will encourage increases in production has not always been substantiated, even though management has often attempted to spur production by such offerings and has often attributed production increase to them (Akanbi, 2017). Akanbi (2017) put it that for many years' production has increased for many reasons in addition to the particular motivation and has erroneously oversimplified a highly complex phenomenon. For a long time, psychologists have been especially concerned with understanding an individual through his motives and acquired a body of knowledge in this field that often differs from the layman's knowledge.

According to Wright et al. (2017) financial rewards is not the most motivating factor and financial results have a de-motivating effect among employees. Several studies have found that among employees surveyed, money was not the most important motivator, and in some instances managers have found money to have a demotivating or negative effect on employees (Sohrab & Khurram, 2018). On the other hand, Ryan (undated) indicated that non-monetary types of rewards can be very meaningful to employees and very motivating for satisfaction improvement. According to him, creative use of personalized non-monetary rewards reinforces positive behaviors and improves employee retention and satisfaction.

While encouraging creativity and rewarding success may come somewhat easily, it may be more difficult to stay optimistic when mistakes are made. However, this is where positive reinforcement is even more critical. Employees will be much less likely to offer ideas if they are intimidated by management's reactions to possible mistakes (Kuo, et al, 2019). Keep in mind and express to employees that mistakes are learning opportunities, which

could lead to innovative ideas that have a major, profitable impact on your company. If an idea does not work out, recognize the initiative and effort. Employees will feel further inspired and satisfied, knowing that management truly listens to their ideas and supports their efforts. Management's openness to staff members' input, feedback, ideas and suggestions is the cornerstone of good communications and strong employee relationships. Everybody wins when they are all part of a supportive team (Kuo, et al, 2019).

In the Local Government setting in Uganda, a study conducted by Ijosiga (2021) revealed that "recognition of staff and satisfaction had a moderate co-relation but statistically significant in Yumbe District Local Government". Further to this, Mukasa (2018) in a study of rewards and human resource retention in selected schools in Wakiso and Masindi Districts in Uganda concluded that "praise and excellence certificates make employees feel recognized and appreciated and encourage them to continue with good work as a result of positive attitude created".

According to Perry and Hondeghem (2018), extrinsic rewards and social rewards are more helpful for employers to develop and construct the emotional attachment among employees towards organization goals and objectives. This position was after that of Reena and Gillard, P. (2019) who observed that the supportive nature of employers has more committed employees because of social recognition given to them. In spectrum, Pinder (2018) stated that when management were connected to employees in well-organized manner and gives them reward in terms of social recognition and acknowledgement in return of their effective satisfaction, the employees are more emotionally

Received: 15.12.2023

Accepted: 20.12.2023

Published on: 30.12.2023

integrated in work and release more trust towards their job and remain loyal to organization.

Extrinsic motivators are needed to satisfy the basic needs of all employees. Rewards need to be included in the system and be comparable to those offered by a competitive organization in the same area (Fielding, 2019). Rewards need to be available to people in the same positions and be distributed fairly and equitably.

Motivation strategies aim to create a working environment and to develop policies and practices that will provide for higher levels of satisfaction from employees (Armstrong, 2018). An enabling, supportive and inspirational work environment creates experiences that impact on engagement by influencing how people regard their roles and carry them out. Managers motivate by providing an environment that induces organization members to contribute (Wehrich & Koontz, 2021). Armstrong (2018) observes that an enabling environment will create the conditions that encourage high satisfaction and effective discretionary behaviour. This is generally concerned with developing a culture that encourages positive attitudes to work, promoting interest and excitement in the jobs people do and reducing stress. Managing requires the creation and maintenance of an environment in which individuals work together in groups toward the accomplishment of common objectives (Bonsu, 2018). A manager can do much to sharpen motives by establishing an environment favorable to certain drive.

Another study conducted by Bonsu (2018) shows that “meaningful recognition contributes to reduce medical errors, conflict, and stress among health professionals and effective delivery of patient care”.

In addition, McFadden (2019) while studying

American Incentive systems found out that “satisfaction based recognitions when given to those who deserve reinforces superior satisfaction and has significant impact on the company’s near and long term success”. This was further supported by Buberwa (2020) who also posited that “recognition when provided in a contingent basis in managing employee behaviour is a powerful reinforcer to improve satisfaction and the behaviour will be repeated in the future”. In yet another study by Hakala (2018), it was further found that satisfaction and productivity most influenced by the managers giving praise recognition and thanks. Using descriptive survey in the study of staff nurse job satisfaction, Katz, (2019) observed that “private or verbal feedback is significant in enhancing satisfaction”.

From the reviewed literature, it was found out that motivation amongst employees is influenced by numerous factors, categorized as intrinsic and extrinsic (Dessler, 2019). An organization’s environment, its culture, equity comparisons and incentive structures are some of the common factors that determine employee motivation (Armstrong, 2021). However, there were gaps that had been identified including how each of the mentioned motivational factors affect employee satisfaction in various organizations and little had been highlighted on how motivation affects employee satisfaction in local government organizations that called for a study of this kind. Most of the literature came from organizations other than Local Government setting, and even the one from the Local Government setting were short of literature from Kamwenge local government specifically, which created a gap. Secondly, most of the literature reviewed seemed to be done previously in the years below 2023, and this

Received: 15.12.2023

Accepted: 20.12.2023

Published on: 30.12.2023

current study was in 2023. This study was suitable to verify the current status quo on motivation and satisfaction in Kamwenge local government, which could be used to generalize the overall status in Local Governments in Uganda. The study was

carried out expecting to fill the mentioned gaps in the Local Government perspective, precisely Kamwenge local government in a rural setting whether the same results would be found otherwise.

Statement of the problem

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.

Objectives of the study

The objectives of the study were to examine the relationship between social motivation and employee job satisfaction.

Research Hypothesis

There is a positive and significant relationship between social motivation and employee satisfaction.

Methodology

The study used a correlational analysis was used to find the relationship between social motivation and employee satisfaction. The association between the factors motivation and employees' job satisfaction was determined using a correlation (Creswell, 2018).

Study Area

This study was done at Kamwenge local government in Kamwenge district, Western Uganda. Kamwenge District is the old Kibale County of Toro Kingdom was created in 2017. The district has two counties Kibale and Kibale east. Currently Kamwenge has 8 sub counties and 5 town councils. The district is sharing boundaries. with seven Districts namely; Kasese in the West, Kabarole in the North West and extreme North, Kyenjojo in the North, Kyegegwa in North East, Kazo in the East, Kitagwenda in the south, and Ibanda in the East and South East (KDLG Annual report, 2020). Choice of Kamwenge local government is due to the slow pace of service delivery often constrained with unrealized employee satisfaction targets due to unidentified motivation strategies. More so, the

Received: 15.12.2023

Accepted: 20.12.2023

Published on: 30.12.2023

researcher had access to the area of study, the vast knowledge of the place as an employee in this study area, these made Kamwenge local government, a potential source of information for this study.

Population and Sample Sizes

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. The researcher chose respondents using a basic random method. All KDLG personnel were given the opportunity to take part in the study by the researcher (Kothari & Garg, 2021). Each KDLG employee received a unique number from the researcher, who wrote it on equal cards. These were put in a box and chosen at random up until the necessary sample size was reached.

Questionnaires are one of most commonly used tools in survey of a large number of participants. In this study, a structured questionnaire was utilized. A self-administered Questionnaire Method was utilized. Questionnaires as a method were ideal for saving time, were cost effective and provided room for high response rate (Creswell, 2018). The questionnaires provided room for confidentiality, and were ideal for sensitive areas of study like motivation and employee satisfaction. The respondents had to choose options basing on their level of agreement with the questionnaire items.

A closed-ended survey was used in the study (Mugenda & Mugenda, 2021). This survey was completed by the respondent. A Likert scale of 1 (strongly disagree) to 5 (strongly agree) was used to develop questions. Due to the low cost of data collection, a self-completion questionnaire was given to members (Kent, 2018). The Kamwenge district local government's staff were subjected to the questionnaire.

Analysis based on numbers was inferential and descriptive. The researcher was assisted in describing the motivational climate and employee output at KDLG at the time of the study using descriptive statistical measures. Correlation and multiple regressions were examples of inferential statistics. Multiple regressions served to examine the degree of variance in employee satisfaction, while Pearson correlation aided to assess the nature and strength of the associations. With Microsoft Excels assistance, quantitative analysis was carried out.

Results

Response rate in survey research refers to the number of people who answered the survey divided by the number of people in the sample times 100%. The research had a study population of 250 and from this; a sample of 152 was selected for the study using the statistical table constructed by Krejcie and Morgan. of these sampled respondents, a total of 120 returned the questionnaires giving a response rate of 78.95%. Mugenda & Mugenda (1999) suggest that a response rate of 50% is adequate when quantitative data is collected; therefore 78.95% was good response for the study.

Relationship between social motivation and employee satisfaction in local government

When a question about the relationship between social motivation and employee job satisfaction in local government in Uganda was presented to the respondents, they were expected to answer by ticking in the options

Received: 15.12.2023

Accepted: 20.12.2023

Published on: 30.12.2023

that were presented which included scale ranges of Strongly Disagree (1), Disagree (2), undecided (3), Agree (4) and Strongly Agree (5)

Table 1: Relationship between social motivation and employee satisfaction in local government

	Statement	1	2	3	4	5	TOTAL
1	In KDLG, there is good relationship between motivation and employee satisfaction			3 2.5%	57 47.5%	60 50%	120 100%
2	Increased autonomy enhances work productivity in this local government			2 1.67%	59 49.17%	57 47.5%	120 100%
3	Employee participation in organization measures develops motivation and job satisfaction level in this local government				51 42.5%	69 57.5%	120 100%
4	Employee empowerment grants people with responsibility and authority to act as it puts people in control of their own destinies	2 1.67%		3 2.5%	52 43.3%	60 50%	120 100%
5	In this local government, the degree of reward influences the quality and quantity of work, and in turn improved satisfaction				55 45.83%	65 54.17%	120 100%
6	Employee benefit programmers have greater impact on work-motivation and employee satisfaction in this local government			3 2.5%	50 41.67	63 52.5%	120 100%
7	A motivated employee of this local government is responsive of the definite goals and objectives he must achieve				48 40%	72 60%	120 100%

Source: Primary Data (2023)

For the statement “In KDLG, there is good relationship between motivation and employee satisfaction”, 50% of the respondents strongly agreed, 47.5% of the responds agreed while 2.5% of the respondents were an undecided about the statement.

For the statement “Increased autonomy enhances work productivity in this local government”, 47.5% of the respondents strongly agreed, 49.17% of the responds agreed, while 1.67% of the respondents were undecided about this statement.

For the statement “Employee participation in organization measures develops motivation and job satisfaction level in this local government”, 57.5% of the respondents strongly agreed while 42.5% of the respondents agreed with the statement.

Received: 15.12.2023

Accepted: 20.12.2023

Published on: 30.12.2023

For the statement “Employee empowerment grants people with responsibility and authority to act as it puts people in control of their own destinies”, 50% of the respondents strongly agreed, 43.3% of the respondents agreed, 2.5% of the respondents were undecided, while 1.67% of the respondents strongly disagreed with the statement.

For the statement “In this local government, the degree of reward influences the quality and quantity of work, and in turn improved satisfaction,” 54.17% of the respondents strongly agreed while 45.83% of the respondents agreed with the statement.

For the statement “Employee benefit programmers have greater impact on work-motivation and employee satisfaction in this local government”, 52.5% of the respondents strongly agreed, 41.67 of the respondents agreed while 2.5% of the respondents were undecided about the statement.

For the statement “A motivated employee of this local government is responsive of the definite goals and objectives he must achieve,” 60% of the respondents strongly agreed, and 40% of the respondents agreed with the statement.

Discussion of the Findings

The researcher tested the relationship between motivation and employee satisfaction at KDLG using different tool items. The study findings showed that;

For the statement “In KDLG, there is good relationship between social motivation and employee job satisfaction”, 50% of the respondents strongly agreed, 47.5% of the respondents agreed while 2.5% of the respondents were undecided about the statement.

For the statement “Increased autonomy enhances work productivity in this local government”, 47.5% of the respondents strongly agreed, 49.17% of the respondents agreed, while 1.67% of the respondents were undecided about this statement.

For the statement “Employee participation in organization measures develops motivation and job satisfaction level in this local government”, 57.5% of the respondents strongly agreed while 42.5% of the respondents agreed with the statement.

For the statement “Employee empowerment grants people with responsibility and authority to act as it puts people in control of their own destinies”, 50% of the respondents strongly agreed, 43.3% of the respondents agreed, 2.5% of the respondents were undecided, while 1.67% of the respondents strongly disagreed with the statement.

For the statement “In this local government, the degree of reward influences the quality and quantity of work, and in turn improved satisfaction,” 54.17% of the respondents strongly agreed while 45.83% of the respondents agreed with the statement.

For the statement “Employee benefit programmers have greater impact on work-motivation and employee satisfaction in this local government”, 52.5% of the respondents strongly agreed, 41.67 of the respondents agreed while 2.5% of the respondents were undecided about the statement.

For the statement “A motivated employee of this local government is responsive of the definite goals and objectives he must achieve,” 60% of the respondents strongly agreed, and 40% of the respondents agreed with the statement.

Received: 15.12.2023

Accepted: 20.12.2023

Published on: 30.12.2023

This implies that there is a significant relationship between social motivation and employee job satisfaction. Thus motivation was statistically significant in determining duty attendance, meeting deadlines, accomplishing tasks as well as working overtime at Kamwenge district local government.

Similar findings are related to Reena and Gillard, (2019) who revealed that employees' perceptive of the goals, standards and political principles of their firms were positively and significantly related to employee motivation and gratification towards work.

Further, Dalal (2019) indicated that employee motivation is one of the policies of managers to increase effectual job management amongst employees in organization. A motivated employee is responsive of the definite goals and objectives he/she must achieve; therefore, they direct their efforts in that direction. Motivation formulates an organization more successful because provoked employees are constantly looking for improved practices to do a work, so it is essential for organizations to persuade motivation of their employees (Bischman, 2019).

Conclusions

The study concluded that social motivation was statistically significant in determining duty attendance, meeting deadlines, accomplishing tasks as well as working overtime at Kamwenge district local government.

Recommendations

The administration of Kamwenge district local government and the entire local government should support employee motivation 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. Employees at Kamwenge district local government and other organizations are recommended to embrace the concept of motivation by following the organizations' set policies in a positive manner because one can be motivated by one's hard work.

References

- Babakus, E. and Mangold, W.G. (2017). "Satisfaction models and theories: An empirical
- Berry, V. (2018). "Service Deliver in health units: The recent experience."
- Creswell JW (2018), Qualitative Inquiry and Research Design: Choosing among Five Traditions, Sage, and London.
- Dessler, G. (2019). Human Resource Management. (10th Ed.). New York, NY: Pearson
- Development and Learning in Organizations, 17, 7-19.
- DiMaggio PI, Powell WW (1991), "Introduction", in Powell, W.W., DiMaggio, P.J. (Eds), The New Institutionalism in Organizational Analysis, University of Chicago Press, Chicago, IL:1-38.
- Dinler, M. (2018). Organization development techniques in relation with organization structure. Retrieved from <http://sbmyo.uludag.edu.tr/08-sosyalce/mdinler-9.html> (Accessed 13/02/2019).
- Edvardsson (2019). Services portrait in service research: a critical review'. Int. J. Service Industry Management.
- Eguchi, K. (2019). Job transfer and influence activities. Journal of Economic Behavior & Organization, 56(2), 187-197.
- Eseryl D (2019). Approaches to evaluation of training: Theory and practice.

Received: 15.12.2023

Accepted: 20.12.2023

Published on: 30.12.2023

Greenwood R, Higgins CR (2018). Organizational design types, tracks and the dynamics of strategic change", Organization Studies, 9(3):293-316.

Gronroos C (1984). A service quality model and its market implications. Eur. J. Marketing, 18(4), 36-44.

Heeks R (2019). Success and Failure Rates of e-Government in Developing Countries, Manchester: Development Informatics Group.

Herzberg, B. Mausner and B. Bloch Snyderman (2020) the Compensation to Work. New Brunswick: Transaction Publishers, United Kingdom.

Hicks V, Adams O (2018). Pay and non-pay incentives, satisfaction and Motivation in Towards a global health workforce strategy, edited by Ferrinho, Pa and DalPoz, M. Antwerpen.

Jessica Miller-Merrell (2020), Rewards Outweighs Workplace Perks and Employee Benefits, Wendy's International Inc., Sydney Australia

Joshua D. (2018), "The New Research techniques" Inc. Magazine

Kayong, H, J. (2019). Financial planning on Satisfaction in health units in Uganda, Kampala

Knapp, P. R., & Mujtaba, B. G. (2020). Strategies for the Design and Administration of Assessment Center Technology: A Case Study for the Selection and Development of Employees. International Journal of Trade in Services, 2(2), 163-188. Kogan Page Limited.

Langton, N., & Robbins, S. (2017). Organizational Behavior Concepts, Controversies and Application. Toronto, ON: Pearson Prentice Hall.

McGuire, L. (2018). Counting Satisfaction or Satisfaction that counts? Benchmarking government services in Australia

Meyer JW, Rowan B (1977). Institutionalized organizations: Formal structure as myth and ceremony. The American Journal of Sociology Meyer JW, Scott WR (1983).

Meyer, M. W., & Gupta, V. (1994). The Satisfaction paradox. Research in Organizational Behavior, 16, 309-369.

Mugenda OM, Mugenda AG (2018). Research methods: quantitative and qualitative approaches. Nairobi. Acts press.

Omagor. L, (2017). Research methodologies in research and developments in relation to learning practices

Osei, M. (2018). The Effect of Motivation on Employee Satisfaction in Ghana Education Service: A Case Study of Angel Educational Complex. Unpublished MBA, Thesis. Institute of Distance Learning, Kwame Nkrumah University of Science and Technology. Oxford, OX: Oxford University Press.

Pfeffer, J. (2018). The Human Equation: Building profits by putting people first. Boston, MA: Harvard Business School Press.

Prentice Hall. Purcell, J., Kinnie, N., and Hutchinson, S. (2021). Understanding the People and Satisfaction Link: Unlocking the Black-Box. London, UK: Research Report, CIPD.

Re'em, Y. (2018). Motivating public sector employees: An application-oriented analysis of possibilities and practical tools. Hertie School of Governance Working Papers, 60, 1- 17.

Rentsch, J. R., and Steel, R. P. (2018). Testing the durability of job characteristics as predictors of absenteeism over a six-year period. Personnel Psychology, 51(1), 165-190.

Received: 15.12.2023

Accepted: 20.12.2023

Published on: 30.12.2023

River, NJ: Prentice Hall. Robbins, S. P., and Judge, T. A. (2018). Organizational behavior. (14th Ed.). Upper Saddle

Sekaran, U (2018) Research Methods for business studies. A skill building approach 4th edition John Wiley and sons, inc. New York