

**Assessment Of The Impact Of Motivation On Employee Performance. A Case Study Of Bukedea District
Local Government**

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Abstract

This study was conducted to find out the effect of motivation on employee performance of Bukedea district local government (BDLG), based on the objectives to examine the effect of motivation on employee performance, find out the effect of remuneration on employee performance as well as the effect fringe benefits on employee performance of employees at BDLG. The researcher used analytical research design to establish a relationship between exhaust all areas in the research. Sample size of 30 employees from various departments was used; sampling techniques used were purposive and simple random sampling techniques. Questionnaires and interviews were used to collect data which was processed by recording, editing, tabulation and coding. The findings revealed that motivation affects the performance of employees positively and negatively when motivational tools are not in place, employee's morale decreases. Then decline in performance, absenteeism. Positively motivational tools such as allowances, training and appreciation improve employee's morale and performance. The respondents agreed that motivational tools such as fringe benefits, promotion, and remuneration improve employee's level of performance. The researcher recommended that BDLG should consider mentorship and coding the training its staff to equip them with more skills in order to improve their performance, BDLG should also find a way of improving on early payment of salaries and wages. Finally the researcher recommended the areas for further study which were getting the right motivation tool for a given employee and the impact of employee's health and safety measures on their level of motivation.

Keywords: Motivation, Employee and Performance

Background of the study.

Employee motivation and performance form the basis for achieving organizational goals and managing public service delivery (Christopher, Moses, Muhindo, & Nturanabo, 2022). As the frontline interface between government and citizens, district local governments like Bukedi District rely heavily on optimal employee motivation and productivity levels to effectively implement policies, programs and development initiatives (Isaac et al.,

2023). However, persistent problems affecting the motivation and performance of the civil service in Uganda pose a persistent risk to good governance and socio-economic progress at the local level (Paul & Kazaara, 2023). Bukedi District Local Government, which covers an area of 2,115 km² in Eastern Uganda and had an estimated population of 407,000 people in 2022, currently employs over 700 staff across various departments including Education,

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Health, Labor and Technical Services, Finance and administration. (Winny et al., 2023). Like many other developing country contexts, Bukedi District faces resource constraints and must maximize existing human capital through strategic motivation and high performance (Nicholas & Alex, 2024). As such, ongoing assessment of factors influencing employee motivation and their relationship to individual and institutional effectiveness has important implications for improved service delivery, accountability, and local development (Gracious, 2023).

Employee motivation includes intrinsic psychological job satisfaction as well as extrinsic rewards and is recognized as a key driver of employee retention, productivity and overall organizational performance (Winny et al., 2023). Studies across both the private and public sectors consistently show a strong positive correlation between higher levels of motivation and higher quality, quantity, and timeliness of employee performance (Mark & Jacob, 2023). Conversely, demotivated employees tend to show higher absenteeism and turnover intentions, undermine team cohesion and morale, and lack initiative or innovation (Moses et al., 2023). This has extensive costs for employers, as low employee engagement and subpar performance can seriously damage the goals and reputation of the institution (Ntirandekura, Friday, & Muhammad, 2022). In terms of motivational factors, the literature highlights key elements that consistently influence the level of employee motivation, including compensation and

benefits, relationships with superiors, management style, training and development opportunities, working conditions, and a sense of achievement and recognition (Emmanuel et al., 2023). . However, research shows that in the civil service context, intrinsic motivators such as good workplace relations, autonomy, challenging work and impact may carry relatively more weight than extrinsic rewards, which are often constrained by bureaucracy and budgets (Isaac et al., 2023).

In Uganda, a key issue affecting the motivation of local government employees relates to issues of insufficient and delayed remuneration that does not match the prevailing high cost of living, lack of opportunities for career growth, lack of training and development support, as well as perceived scarcity. appreciation and performance feedback (Lydia et al., 2023). This has contributed to public perceptions of widespread absenteeism, lethargy and corruption within local bureaucracies that continue to frustrate service recipients (A.G. Kazaara et al., 2023). If such motivational deficiencies are not addressed, they represent risks for the successful implementation of decentralization policies and the achievement of national development goals at the lowest level. A 2012 Makerere University study on factors affecting employee motivation in four Ugandan districts including Bukedi District identified low and irregular pay, lack of training, poor work environment and unsupportive supervision as major demotivators that undermine the performance and retention of skilled employees (Christopher, Moses, Muhindo & Komunda, 2022). Since then, the government has

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introduced measures to increase pay and benefits through pay rise and performance management systems across the public sector (PSFU, 2021). However, gaps remain in appropriately motivating districts and assessing impacts on productivity levels (Ntirandekura, Ainebyoona, et al., 2022). Assessing the current level of motivation and performance drivers among Bukedi District Local Government

staff provides an opportunity to compare progress since previous analyses, identify ongoing challenges and recommendations (Ntirandekura, Friday, Mbisi, et al., 2022). This would help design interventions to support Bukedi District in optimally engaging, retaining and empowering its workforce to deliver quality public services and support local welfare and economic development.

Problem Statement.

Bukedea District Local Government motivates its employees through various tools such as fringe benefits, bonus payments, employee training and allowances. Despite all such efforts to motivate employees, performance remained poor (Julius, 2024). This is due, among other things, to a lack of productivity, reduced work morale, late start to work. However, over several years, motivation in the BDLG became evident as risk-taking, unplanned and unsystematic, leading to high turnover and lower productivity in the local government organization (Ntirandekura & Christopher, 2022). All this information will be recorded when interacting with staff within the local government in the annual report [2016-2017] prepared by the Inspector General of Local Government Bukedea District (Abiodun & Christopher, 2016).

One of the greatest challenges for human resource managers is to get all employees to contribute to the company's success in a morally and socially responsible manner. Given the dynamic and competitive organizational environment, local government needs to realize the importance and value of employees (Christopher, Moses, Muhindo, & Nturanabo, 2022). They don't have to take employees as a cost, but they have to see people as necessary to be retained and maintained in the district. As confirmed by the former workers of Bukedea Local Government, she noted that there are many problems associated with motivating employees to their work performance due to a number of deviant behaviors related to work such as absenteeism, turnover of workers, lateness to work, poor morale of work performance (Isaac et al., 2023). It is a result of poor working conditions, lack of proper payments, unfair company policies and poor interpersonal relations, strict supervision and lack of security. But later we realize that motivation is very important and should be the first thing to consider (Christopher, Moses, Muhindo, & Muhammad, 2022). All this has contributed to the poor performance of the local government workforce. So motivation needs to be practiced in order to improve the efficiency and performance of the employees in the district.

Specific objectives.

1. To analyze the effect of fringe benefits on employee performance in BDLG
2. To find out the effect of promotion on employee performance in BDLG
3. To examine the effect of remuneration on employee performance in BDLG

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Methodology

This study employed a mixed methods research design to comprehensively assess factors impacting motivation and its relationship with performance among staff of Bukedi District Local Government (Abiodun & Christopher, 2024). A concurrent triangulation approach was used to collect both quantitative and qualitative data simultaneously but independently, before integrating the results to validate, confirm and corroborate findings (Olanrewaju & Abiodun, 2021). The target population for the quantitative aspect included all the 50 staff currently employed by Bukedi District Local Government across various departments. Since it was not feasible to survey the entire population due to time and resource constraints, a sample size of 30 respondents was determined using Krejcie and Morgan's sample size table for known populations at a 95% confidence level and 5% margin of error (Nafiu et al., 2013).

Table: 1 sample of the study

Category of respondents	Population	Sample size	Sampling technique
human resource office	4	3	Purposive sampling
Education department	13	2	Simple random sampling
Accounts department	10	3	Simple random sampling
Procurement office	5	5	Simple random sampling
Records office	7	7	Simple random sampling
Other sector worker	11	10	Simple random sampling
Total	50	30	

Systematic random sampling was used to select every third employee from staff lists obtained from each department, with the starting point chosen randomly. This approach aimed to achieve a representative sample by

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giving all staff an equal chance of selection while accounting for variation across departments (Olanrewaju et al., 2021).

Data was collected through a pre-tested, semi-structured questionnaire consisting of both closed and open-ended questions. The questionnaire gathered data on respondents' demographic characteristics, their perceptions of key motivational factors at work including compensation, relationship with supervisors, recognition, nature of work, career development opportunities and working conditions (A & Ahmed, 2019). It further investigated their self-rated performance levels and potential determinants using a 5-point Likert scale. Prior to distribution, the questionnaire underwent content validation through expert review by university researchers and local government practitioners (Nafiu et al., 2012). It was then piloted with 10% of the sample size to evaluate clarity, flow, validity of measurement scales and estimate the time required for completion. Appropriate modifications were effected based on feedback. Questionnaires were personally administered by the researcher to enhance the response rate. In addition, qualitative data was gathered through 12 in-depth interviews targeting senior district staff across technical, political and administrative leadership (Olanrewaju et al., 2021). This aimed to obtain richer, more contextual insights on motivation challenges from a management perspective and suggestions for improvement. Interviews followed a semi-structured guide with open-ended questions focusing on staff motivation issues, performance management and effectiveness of current employee engagement strategies (Olanrewaju et al., 2021). All interviews were audio-recorded with consent and later transcribed for analysis. They averaged 45 minutes each and were conducted in a private setting to maintain confidentiality. To supplement interviews, relevant documentation on staffing, budgets, performance reports and existing policies were reviewed (Jallow et al., 2022). Data from completed questionnaires were coded and analyzed using the Statistical Package for Social Sciences (SPSS) (Nelson et al., 2022). Descriptive analyses including frequencies, percentages, means and standard deviations were conducted to describe motivational variables, performance levels and key demographic characteristics. Further inferential analyses using Pearson's correlation coefficient evaluated the relationship between motivation and performance while controlling for potential confounding demographic variables (Nelson et al., 2023). Qualitative data from interviews and documents was content analyzed to identify emerging themes.

RESULTS

Table 2 showing whether there were fringe benefits given to employee.

Responses	Frequency	Percentage
Strongly agree	5	25
agree	15	75

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Not sure	00	00
Strongly disagree	00	00
disagree	00	00
Total	20	100

Source: primary data

From the research findings it revealed that 100% of the respondents agreed that there were fringe benefits. This data was got by the use of questionnaires as presented above in the table. They stated some fringe benefits like medical allowance; leave pay, housing allowance, transport, this in line with (Lydia et al., 2023) where he said that fringe benefits being a form of pay for the performance of service. For example when you provide your employees with fringe benefits such as housing allowances, medical allowances. Among others, employees tend to work hard hence leading to high performance.

Table 3 showing whether the organization recognizes the fringe benefits that motivate employees

Responses	Frequency	Percentage
Strongly agree	11	55
agree	4	20
Not sure	00	00
Strongly disagree	3	15
disagree	2	10
total	20	100

Source primary data

From the above table 75% of the respondents strongly agreed that the organization recognizes the fringe benefits that motivate employees, 25% disagreed that the organization did not recognize fringe benefits that motivate employees. Such data was obtained by the use of questionnaires which were answered by the employees (A. G. Kazaara & Kazaara, 2023). In regards to the interview method where the research had an interaction with Human Resource Officer who stated various fringe benefits that motivate workers like bonus pay, overtime pay, leave allowances among others The same according to (Emmanuel et al., 2023), where he said that giving employees fringe benefits motivates them more, thus increasing their morale to work hard leading to high performance.

Table 4 showing effect of promotion on employee performance

Response	Frequency	Percentage
Strongly agree	18	40

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agree	11	50
Not sure	00	00
Strongly disagree	1	5

disagree	1	5
total	20	100

Source primary data 2018

The table shows that 90% of the respondents strongly agreed with the concept and 10% of the respondents disagreed. Therefore, it implied that there was a relationship between promotion and performance of employees as the majority agreed, and stated that it motivates employees, calls for increased salaries and privileges thereby increasing

Moral and thus improved performance as information obtained from the questionnaires. The 10% of respondents who disagreed stated, that promotion calls for more responsibilities causing work load, which may not improve performance thus affecting performance at RDLG Information got from the questionnaires and interview (A. I. Kazaara et al., 2024).

The researcher interviewed the Human Resource Officer who stated the various criterions followed while promoting employees at RDLG such as basing on performance, seniority, merit and ability, experience among others. This in line with Gary Dessler (2000) where he said that promotion is a form of recognition for employees who make significant and effective work contributions. Therefore promotion has to be based on seniority or competence in the organization thus affecting employee performance

Table 5 showing whether promotion plays an important role in performance of employees

Responses	Frequency	Percentage
Strongly	9	45
Agree	2	10
Not sure	1	5
Strongly disagree	6	30
disagree	2	10
total	20	100

Source: primary data 2018

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From the table above, it shows that 55% of the employees agreed with the concept, 5% not sure, and 40% disagreed that promotion plays an important role in the performance of employees as data obtained from the questionnaires. This implied that promotion at Bukedea district local government played an important role in the performance of employees since the biggest percentage strongly agreed and others also agreed. The same in line with Twinset and Torrington (2001) said that promotion stimulates self- development and creates interest on the job, which increases employee morale thus leading to increased employee performance.

Table 6 showing whether there was any form of remuneration at BDLG.

Response	Frequency	Percentage
Strongly agree	4	20
agree	15	75
Not sure	00	100
Strongly disagree	1	5
disagree	1	5
total	20	100

Source: primary data 2018

From the above table 95% of the respondents agreed that there were remunerations, 5% respondents disagreed, which information obtained by the use of questionnaires and presented in the table. Those who agreed gave examples of remuneration such as base pay, salaries and wages thus motivating employees to perform which is in line with Investopedia (2010), explains remuneration as the total compensation received by an executive who includes not only the base pay salary but bonuses and other forms of compensation. And the 5% of the respondents who disagreed with the concept said that they had never received any form remuneration thus affecting employee performance at BDLG.

Basing on information obtained from the interviews, the researcher interviewed the BRO whether employees of BDLG do receive their remuneration in time and said that all possible measures are taken to ensure that employees receive their remunerations accurately and in time but due to unavoidable circumstances, employee remunerations at times delay making them unable to meet their needs thus affecting their performance.

Table 7 showing other factors that affect employee performance

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response	Frequency	Percentage
Strongly agree	7	35
agree	5	25
Not sure	1	5
Strongly dis agree	1	5
Disagree	6	30
Total	20	100

Source: primary data 2018

From the table above, 60% of the respondents strongly agreed with the concept, 5% were not sure whether there were other factors that influenced performance and 35% of the respondents disagreed. Those who agreed listed other factors which included training, appraising of employees, stress, job security and delegating work. Therefore there being many other factors that affect performance of employees apart from promotion, fringe benefits and remuneration. To those who disagreed had never had never realized other factors that affect employee performance than fringe benefits, promotion and remuneration at Bukedea district local government.

Conclusions.

From the findings, it can be concluded that Bukedea district local government provides various fringe benefits like medical allowances, leave pay, transport allowance to employees. Such benefits act as motivating factor to employees which increases their moral towards work hence affecting employee performance.

From the study, Bukedea district considers various factors while promoting its employees like merit and ability, seniority, experience, appraisal results among others. Such criterion makes it easy for those who are promoted to higher positions meet the needed requirements of the job, thus affecting employee performance. Effect of remuneration on employee performance of Bukedea district local government. Basing on the findings Bukedea district pays a reasonable amount of pay/salary employees according to the job rank levels or grading scales in addition to other benefits and allowances. It makes them able to meet their personal needs of life and for their families thus increasing their moral for the job hence affecting employee performance.

It can be concluded that Bukedea district local government uses various motivation tools which can be categorized in two types regardless of whether the motivational states are internally or externally driven.

Recommendations.**Received: 16.06.2024****Accepted: 20.06.2024****Published on: 30.06.2024**

Effect of fringe benefit on employee performance of Bukedea district local government. BDLG should provide fringe benefits which meet employee's expectations so as to satisfy them. In turn employees will tend to work hard as they feel their efforts are valued in the organization. Such feelings motivate them towards performance thus affecting employee performance. Promotion of an employee shouldn't call for more responsibilities as it may cause work load for an individual resulting into stress. In addition promotions should go along with increased salaries and other privileges which increase employee morale and thus improving performance.

Upon remunerations, Bukedea district local government should find a way of improving on early payment of staff salaries and wages, considering provision of welfare services like monetary payments to staff. The researcher therefore recommended that the organization should carry out a study before using a particular tool. When all the above stated recommendations are considered, there will be motivation of employees and thus affecting performance at Bukedea district local government.

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