

MOTIVATION AND STAFF PERFORMANCE IN PUBLIC HOSPITALS IN UGANDA.

A CASE STUDY OF JINJA REFERRAL HOSPITAL

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**A RESEARCH REPORT SUBMITTED TO THE SCHOOL OF BUSINESS
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DECLARATION

I Abuko Scholastica hereby declare that this dissertation is my original work and that it has never been submitted to any university or institution of learning, all information contained in this paper is my original work and due acknowledgement has been made.

Signed.....

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APPROVAL

This dissertation has been submitted for examination with the approval of my supervisor from the School of Business Administration of Nkumba University

Signed.....

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Date.....

DEDICATION

This dissertation is dedicated to my father Dr. OdongOkello Charles, Mum Grace Odongo who provided me with the light to education. It is this light that has continued up today and enabled the completion of this research report. I thank you for your moral support, encouragement and your tireless prayers.

I further dedicate this book to my siblings, Echoa Samson, Charles E, Alelo Joan Anita and Odongo Gabriel who comforted me during the period of my study.

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I return the honor and glory to God and may the almighty reward you abundantly.

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LIST OF ACRONYMS

ANOVA Analysis of Various

JRH Jinja Referral Hospital

UMA Uganda Medical Association

MDGmillemium Development Goal

NAPO National Association of Professional Organizer

ABSTRACT

The study was carried out to examine how motivation enhances performance in public hospitals in Uganda basing on Jinja referral Hospital as a case study. The public hospital has policies that are formulated by the public service commission of Uganda and procedures that guide employee performance as indicated in the policy manual 2016. Much as this mechanism is in place , performance at JRH is not as expected because there are a few indicators of staff dissatisfaction especially at lower levels of management.

This study employed a phenomenological approach. The study targeted total population of 125 from Jinja referral hospital staff and a sample of 95 respondents was selected using Neumann formula (2000). A descriptive research design was employed and both quantitative and qualitative approaches of data collection were used. Data was analyzed using descriptive statistics, Pearson product moment correlation coefficient and multiple regression analysis.

The Findings indicted how qualified staffs are rewarded with attractive remuneration according to their level of education and positions that they hold in the institution according to the different tasks that they perform varying from one department to another. Furthermore, findings indicated that how management of JRH ensures resources and tools to enhance staff performance are provided and this does contribute for their staff to increase their productivity by enabling them to move forward their career and education through this at the end of the accomplishment , ones his salary is increased and together with responsibility , bonuses given and this contributes to the confidence of staff about job skills as medical personal and capabilities. Lastly, findings indicated that JRH through the provision of adequate office space for staff to execute their duties and obligations, staff are able to achieve the targets made as an institution and are easily met. It was found out that at a certain extent these employees are not motivated to perform as expected as a result of low pay because they need salary increment at the different levels they work or different departments.

The study recommends that JRH should ensure heads of departments are well experienced in management of their subordinates so as to motivate them to ensure they accomplish tasks as required and JRH should increase on the incentives given to staff in order to boost their performance.

CHAPTER ONE

INTRODUCTION

1.1 Background to the study

The study is about Motivation and Staff performance in public hospitals in Uganda. It is based on a case study of Jinja Referral Hospital.

Motivation in the public hospitals is important because medical workers need to be inspired to work harder given the apparent dearth of medical facilities and increase of population.

According to Higgins, (2014), motivation as a psychological process it serves as an internal drive to satisfy an unsatisfied need (cited in Lindner, 1998): a predisposition to behave in a purposeful manner to achieve specific, unmet needs. It is evident from the above definitions that, in general, motivation is basically concerned with factors that propel certain human actions or inactions over a given period of time provided that the prevailing conditions are present. Furthermore the definitions imply that it is necessary that there exists “an invisible force” to impel people to do something in return (Freemantle, 2014). It could also be deduced from the various definitions that having a motivated work force or establishing an environment where high degree of motivation are created and maintained remain a challenge for it could vary with changes in personal, financial, psychological, or social factors (Freemantle, 2017).

According to Bratton and Gold (2016), Staff performance refers to the output in terms of quantity and quality that helps the organization to realize its set objectives. In the organizational context, performance is defined as the extent to which an organizational member contributes to achieving the goals of the organization. Employees are a primary source of competitive

advantage in service-oriented organizations (Luthans and Stajkovic, 2016). In addition, a commitment performance approach views staff as resources or assets, and values their voice. Staff performance plays an important role for organizational performance. Staff performance is originally what staff does or does not do. Performance of employees could include quantity of output, quality of output, timeliness of output, presence at work, cooperativeness (Gungor, 2015). Macky and Johnson (2016) pointed that improved individual.

Staff performance could improve organizational performance as well. Darden and Babin (2014) says that, employee's performance is a rating system used in many corporations to decide the abilities and output of an employee. Good employee performance has been linked with increased consumer perception of service quality, while poor employee performance has been linked with increased customer complaints and brand switching. To conclude, Staff performance could be simply understood as the related activities expected of a worker and how well those activities were executed.

Jinja Referral Hospital is being chosen as a study area due to high realization rate of poor staff performance at the Hospital, which is perhaps due to poor motivation of the employees. Therefore, this study makes a critical analysis of motivation and staff performance at Jinja Referral Hospital and identifies several motivation incentives that can help boost better performance. One of the major concerns of the organisation is its profitability, hence the need for efficiency. In this era, organisations are in a continuous state of competition and this has intensified the need to improve employee's performances and invariably that of the organization (Barney, 2015). Organisations are faced with a quickly changing environment and this has meant that they have to develop a more focused and coherent approach in how they manage people. And therefore the same way that organisations need a strategy for marketing or operation,

they need a strategy for managing their human resource (HR). This has been a challenge for employers for a long time and has been dealt with in different ways staff performance in health units across organisations over time (Gospel, 2016).

today's management. This challenge stems from the fact that motivation is not a static trait, as

.It is widely recognized in the human resource literature that promotion of the motivation of workers in both private and public organizations leads to a higher quality of human resources and optimum performance. Consensus is also growing among managers about the significance of combining good human resource performance approaches on motivation incentives to encourage good performance. Jinja Referral Hospital in Jinja District a re-known government organisation is not an exception and the notion of workers motivation and good performance outcomes is not new. As the organization it seeks to improve its workers performance severe challenges that exist to achieve, the overall objective of the organisation to extend adequate motivational incentives to its entire population.

According to the strategic plan of Public Service Commission, Jinja Referral Hospital as a public Hospital adapts it as a tool for motivating staff and improving their performance. These implementation strategic plan include:

1. Ensuring that qualified staff is rewarded with attractive remuneration.
2. Ensuring that the resources and tools to enhance the staff performance are provided.
3. Ensuring adequate office space is provided for staff to execute their duties and obligations.
4. Ensuring membership to international association is up-to-date and functioning.

This examines whether the following of the above objectives are achieved by JRH

1. Ensuring that qualified staffs are rewarded with attractive remuneration.
2. Ensuring resources and tools to enhance staff performance are provided
3. Ensuring adequate office space is provided for staff to execute their duties and obligations.

1.2 Problem statement

In spite of the strategic plan of the public Service commission has put in place motivation of medical workers in JRH still needs a lot of improvement.

One of the key constraints in Jinja Hospital is incessant loss of professional physicians who move to other hospitals including the diaspora where they are better motivated (Meads and Andrews, 2009). Among the reasons cited for this are poor logistics, low job satisfaction, poor work environment and little, inadequate financial rewards and overworking. Therefore, the impact of them leaving kick back on the patients whereby some of them end up dying because of little or no attention. This has made the ratio of doctors to patients is too low.

The hospital has formulated policies, rules and regulations that guide staff performance as indicated in the public service manual 2016. Much as this mechanism is in place, performance at Jinja Referral Hospital is not expected because there are a few indicators of staff dissatisfaction for medical personnel

Also according to the Dairy Monitor Wednesday October 11, 2017 quotes that doctors under their umbrella body Uganda Medical Association (UMA), voted to go on strike at all public hospitals unless government responds to their demands. They listed enhanced allowances, including for overtime, housing, transport, medical risk, and retention as some of their demands. At a stormy extraordinary meeting held at Mulago hospital in Kampala, doctors also voted to adopt proposed salaries and allowances for all medical workers

1.3 Purpose of the study

The purpose of the study was to examine how motivation ensures Staff performance with setting performance standards, Employee commitment and increased productivity basing on Jinja Referral Hospital as a case study.

1.4 Objectives of the study

The study was guided by the following research objectives:

1. To examine how JRH ensures that qualified staff are rewarded with attractive remuneration.
2. To examine how JRH ensures resources and tools to enhance staff performance are provided.
3. To examine how JRH ensures that adequate office space is provided for staff in execute their duties and obligations.

1.5 Research questions

The study aimed to answer the following research question:

1. How does JRH ensure that qualified staff are rewarded with an attractive remuneration?
2. How does JRH ensure resources and tools to enhance staff performance are provided?
3. How does JRH ensure that adequate office space is provided for staff to execute their duties and obligations?

1.6 Hypotheses

The following were the hypothesis of the study:

H₀: There is no significant relationship between Motivation and performance at JRH.

H₁: There is a significant relationship between Motivation and performance at JRH.

1.7 Scope of the study

It focused on Jinja Referral Hospital in the subject scope: qualified staff are rewarded with an attractive remuneration, the resources and tools to enhance the staff performance are efficient and effective and office space is adequate for staff in executing their duties and obligation.

The study covered Jinja Regional Referral Hospital, commonly known as Jinja Hospital, is a hospital in the city of Jinja, eastern Uganda. It is the largest hospital in eastern Uganda, with a bed capacity of 600, although many more patients are admitted. The hospital is located in the center of Jinja, not far from the Source of the Nile. It is the Regional Referral Hospital for the districts of Bugiri, Iganga, Jinja, Kaliro, Kamuli, Mayuge, Kayunga and parts of Mukono. The coordinates of Jinja Hospital are: 00 25 52N, 33 12 18E (Latitude: 0.4310; Longitude: 33.2050).

The study was restricted to a period of five years from 2014 –2018. This period is selected because of the declining staff performance and this was attributed to lack of motivation.

1.8 Significance of the study

The following major stakeholders will benefit from the findings of the study.

Government: This study will be of great benefits in a sense that given the recent worsening of healthcare service in Jinja Referral Hospital. The findings from this study will give a better understanding of motivation and Staff performance in Jinja Referral Hospital in Jinja Municipal Council. It will also provide basis of policy formation regarding Jinja Referral Hospital.

Ministry of health: The information gathered from this study could be used by ministry responsible for decision making and planning for the future intervention and development of strategies to improve Jinja Referral Hospital in terms of motivation in relation to performance

oftasks well and this will contribute to the improvement of quality of healthcare services at Jinja Referral Hospital.

The Hospital Management: The study will be of great benefit help to the management in that it will help the management of JRH to realize the cause of underperformance of staff and find out how to overcome such problems so as to boost workers morale as well as create an arena for graduates from various institutions to bring in different cadres for training.

Patients: The findings of this research will be added to the body of knowledge in the field of motivation, especially public healthcare facilities particularly on suitability and adequacy of motivation packages to be introduced to lift workers morale at Jinja Referral Hospital. This will have a positive effect on how the patients are treated by health workers.

1.9 The setting of the study

Jinja Regional Referral Hospital, commonly known as Jinja Hospital, is a hospital in the city of Jinja, eastern Uganda. It is the largest hospital in eastern Uganda, Jinja Hospital serves almost capacity of 600 patients a day, although many more patients are admitted.

The hospital is located in the center of Jinja, not far from the Source of the Nile. It is the Regional Referral Hospital for the districts of Bugiri, Iganga, Jinja, Kaliro, Kamuli, Mayuge, Kayunga and parts of Mukono. Jinja Hospital is one of the thirteen (13) Regional Referral Hospitals in Uganda. It is also one of the fifteen (15) hospitals designated as Internship Hospitals, where graduates of Ugandan medical schools may undergo a year of internship under the supervision of consultants and specialists in the designated medical and surgical disciplines. The hospital is currently undergoing major renovations as a result of available funds from the government for capital development.

1.10 Arrangement of the study

The study was arranged in nine chapters as follows.

Chapter one was an introduction to the study

Chapter two examined the literature base of the study. It highlighted literature survey and literature review

Chapter three presents research methodology. It focused on the highlights the research design and data collection

Chapter four focused on how Jinja referral hospital ensures that qualified are rewarded with attractive remuneration.

Chapter five focused on how Jinja referral hospital ensures that the resources and tools to enhance staff performance are provided .

Chapter six focused on how Jinja referral hospital ensures that adequate office space is provided for staff to execute their duties and obligation.

Chapter seven linked the findings to literature review and discusses the way forward for Jinja referral hospital

Chapter eight presents the summary and conclusions of the study.

CHAPTER TWO

STUDY LITERATURE

2.0 Introduction

This chapter has three sections, the literature survey, the literature review (or review of theories and models on motivation) and the conceptual framework.

2.1 Literature survey

Literature survey is local studies that have been carried out on Jinja Referral Hospital with the aim of identifying the research gap. The researcher has found very little literature motivation and performance with respect to Jinja referral Hospital. Those available are in form of documents as indicated below.

Namuganza (2017) conducted a research study to assess the effect of outsourcing in Jinja Referral Hospitals in Jinja. The study used a case study research design involving quantitative methods. Purposive sampling technique was used to select the managers while simple random was used to select the remainder of respondents. Quantitative data was analyzed using descriptive statistics (frequencies and percentages). The findings revealed that outsourcing at Jinja Referral Hospital positively contributed to cost efficiency. The study established that outsourcing at Jinja Referral Hospital somehow positively contributed to improved productivity. It was further established that outsourcing at Jinja Referral Hospital positively contributed to profitability. It was concluded that outsourcing positively affects Performance in the Referral Hospital in Uganda.

Nyago (2016) also conducted a study to establish the role of internal controls on the performance of Jinja Referral Hospital. The study objectives were; to examine the effectiveness of internal controls used in Jinja Referral Hospital, to establish the level of performance in Jinja Referral Hospital and to establish a relationship between internal control and financial performance in Jinja Referral Hospital. In pursuit of the focus of that paper numerous issues were treated; an over view and the review of relevant literature was done along the research objectives and hypotheses. In treating this topic, the study raised some pertinent questions for determination. The paper utilized both primary and secondary data methods for collecting information for the study. The method applied for data analysis involved the use of statistical tools such as C-square (X²). The major findings were discussed, conclusion and recommendations made

Nabirye (2014) carried out research study to examine the effect of inventory management processes at the Jinja Referral Hospital. The descriptive case study research design was used in establishing the company performance and the analytical research design was used to establish relationship between inventory management and performance of the international. The findings further confirmed that Jinja Referral Hospital manages their unproductive inventory through disposing them off. It is noted that Jinja Referral Hospital employs a re-order level system in the management of their inventories.

Okwel (2011) conducted a study on the relationship between employee motivation and organizational performance in Jinja Referral Hospital. The study used data collected using a questionnaire Interviews, and during data collection purposive sampling technique and snowball method were used. Both qualitative and quantitative were used to analyze the data. The study concludes that ways of motivation include; provision of allowances such as food, transport, medical, study leaves among other tools, holding workshops, workers retreats, training workers,

provision of leave days, promotion, timely appraisal, and use of thanks to well performers at the company especially during every year end. It also concludes that motivation plays a significant role towards organizational performance. Still, that the challenges faced by Jinja Referral Hospital in motivation include; power problem, lack of enough funds, labour turn over, competition from other telecommunication companies and lack of constant market for the products. Lastly, that there is a positive relationship between employee motivation and organizational performance.

Tumwine (2015) also conducted a research study to assess the factors influencing employee retention in the Referral Hospitals in Uganda. It was focused on used Jinja Referral Hospital as a case study. The purpose of the study was to assess the factors perceived by employees as influencing retention in the Referral Hospital in Uganda. The study used closed and open ended questionnaires, Focus Group Discussions, Key informants as well as review of documents from various libraries and online resources to collect secondary data. Data of this study was drawn from ten organizations comprising 60 respondents using questionnaire, FGDs and interview methods. Data analysis was done quantitatively and qualitatively using Software Package for Statistical Science (SPSS) version 16.0. The study also revealed that, low salaries and benefits were revealed to be the main reasons for leaving. Furthermore, employer psychological factors including organization justice and prestige were mentioned to influence employee retention in the selected organizations. Increasing salaries were mentioned to be the strategy used by the companies in retaining their employees. The study recommends that the selected organizations should conduct regular review of the remunerations, should structure good retirement plans and creates opportunities for further development to employees.

Ggolooba (2015) studies to assess the existing staff management policies at Jinja Referral Hospital and how they affect the employee turnover. It was guided by the following objectives: the staff management policy guidelines used by Jinja Referral Hospital, examine the causes of staff turnover in Jinja Referral Hospital, and examine the challenges associated with high level of staff turnover at Jinja Referral Hospital. The study used a descriptive research design. Descriptive survey designs were used in preliminary and exploratory studies to allow the researcher to gather information, summarize, present and interpret for the purpose of clarification. Qualitative approach was used in order to gain a better understanding and possibly enable a better and more insightful interpretation of the results from the quantitative study. The study population comprised of 90 respondents, besides of which only 55 respondents to participate in the study. The study found out that the university employs a number of staff management policies that included the following: staff employment right to the staff members. conduct personal interviews, jointly responsible for providing best possible service and ensuring that long term objectives is attained, seeks to adopt the demand made upon them by their work, complies with its cultural diversity policy, as it is seen from the above findings of this study.

2.2. Literature review

Theory is a systematic grouping of interdependent concepts and principles resulting into a framework those ties together a significant area of knowledge (Weihrich and Koontz, 1999) or more precisely, a theory identifies important variables and links them to form 'tentative precisely' or hypotheses that can be tested through research (Newstrom2007)

Issues relating motivation and staff performance are not unique to JRH. This has attracted a lot of studies from scholars. From those studies models have been delivered regarding how issues of

motivation and staff performance may be understood properly. Below are some of the studies and how they apply in explaining issues involved in JRH

Traditional model; This approach has its roots in the work of management philosophers like Henri Taylor, Fredrick Taylor, Robert Owens, and a monger others the traditional model on descent pay in return for work effort. It strongly recognized that people can be motivated to work only if well paid (Stoner Etal2001). Toylor advocated monitory records to employees being on the quality of their output emphasizing that management should determine the most efficient ways of carrying out routine work because to more people, work is distasteful. Certainly they feel that what they do is less important than earn for doing it (Stone 2011). Koontz (2015) pointed out that, people do not give their labour and energies for the economically productive purpose unless they think that a review is work while, behavioral theories SehasEiton Mayo, Abraham Maslow, MC Gregory and Hertzberg among others identified the concept of behavior of people in an organization as a determinant of productivity hence human relations and human resources model. These models emphasis the importance of non-financial records at improving the employee productivity

The Human Relation model; this lies in the fact that people want use full and important and they also want to belong as well as being recognized as individuals. The major theorists under this model assume that the need is more important than the money in motivating the workers in organization. (Drucker2016). Mayos human relations view postulates that strict supervision, boredom and repetitively of task reduces employee performances. (Van Fleet 2012). In relation to the above, Peter Drucker emphasized the management by Objectives; this serves to meet the subordinates and involves supervisors subordinates agreeing on goals to be met and how the achievement of the organization's goals after which subordinates are set free to try and achieve

the goals. Management by objectives helps the work to have a goal and purpose which challenge the work towards fulfilling the task. (Druker2016)

The human resource model;the model owes its basis on the fact that people want to contribute to meaningful goals that they have helped to establish. It assumes that most people can exercise creativity, self-direction and self-control than their model present demands (Tower 2010). The model recommends policy like managers should make use of unutilized human resources and create an environment in which all members satisfaction as the key motivating factors, yet in most organization seems to be the most significant that influences employee morale.(Druker2012)

Maslow's hierarchy of needs;Abraham Maslow was a Psychologist who proposed a theory of human motivation for understanding behavior based primary upon a hierarchy of five needs categories. He recognized that there is were factors other than one needs for example culture that were determinants of the behavior, however he focused his theoretical attention on specifying peoples internal needs(Debra Nelson 2017) .Maslow suggested that the needs of an individual can be classified into five groups. He represented this in a pyramidal form as illustrated bellow. Maslow categorized the needs into primary and secondary needs. Primary needs to be fulfilled first. He further believed that the highest level basic needs do not actually provide for motivation unless all the others needs are largely satisfied. He argued that a lower need ceases to motivate once it has been satisfied. (Debra1982)

Frederick Herzberg developed the two-factor theory of motivation based on satisfiers and dissatisfiers. Satisfiers are motivators associated with job satisfaction while dissatisfiers are motivators associated with hygiene or maintenance Satisfiers include achievement,

responsibility, advancement, and recognition. Satisfiers are all intrinsic motivators that are directly related to rewards attainable from work performance and even the nature of the work itself. Dissatisfiers are extrinsic motivators based on the work environment, and include a company's policies and administration such as supervision, peers, working conditions, and salary. Herzberg believed providing for hygiene and maintenance needs could prevent dissatisfaction but not contribute to satisfaction. Herzberg also believed that satisfiers hold the greatest potential for increased work performance. Work-life programs are a form of satisfier that recognizes the employee's life outside of work which, in turn, helps motivate the employee.

Agency theory is concerned with issues related to ownership of the firm when that ownership is separated from the day to day running of the Hospitals. It assumes that in all but owner-managed organizations, the owner or owners (known in the theory of agency as the principle) of the organization must rest authority to an agent corporate management to act on the behalf of theirs. Agency theory therefore is used to analyses the conflicts of interests between the principle (stakeholders of the organizations) and their agents (leaders of the organizations). Where by an agent in keeping with the interests of the shareholders and organizational goals turn to use financial motivational aspects like bonuses, higher payroll, pension sick allowance, risk payment, perks to reward and retained their employees and enhance their performance.

Hellriegel, et. al (1992) also defined motivation as "the term used to describe the forces that cause the person to behave in specific, goal-directed manner. Motivation is therefore, a goal directed drive and seldom occurs in a void. Organisational success is dependent upon members being motivated to use their full talents and abilities, and being directed to perform well in the right areas.

Porter (2006), assert that there are basically two types of motivation: intrinsic and extrinsic; Intrinsic motivation, which means that the individual's motivational stimuli are coming from within. The individual has the desire to perform a specific task, because its results are in accordance with his belief system or fulfills a desire and therefore importance is attached to it and extrinsic motivation; which is a type of motivation that occurs as a result of external factors like pay benefits and good working conditions, allowances and any other material gains. These are immediate strong motivators but have short lived effects. According to Armstrong (2008) money may itself have no significant intrinsic motivating powers because it comes to symbols so many intangible goals. In many organizations all over the world, people certainly want money and just certainly, you have to pay the right amount to get and keep in the Hospitals. The effectiveness of money depends on the strength of the need and degree to which a person is confident that his behavior will earn the money he or she wants to satisfy the need.

William, (2016) stressed that Organizations, no matter their nature, always aim at achieving their corporate goals; otherwise, the survival of such enterprise will be more of a dream than a reality. The success of any organization is often measured by the degree of its productivity. Although, this can however be said to be independent on the attitude and morale of the workers in form of their level of job commitment. No company can therefore afford to ignore any of the many factors that may contribute to the boosting of the commitment levels of its workers, which is motivation. In all productive activities, the basic elements and factors include land, capital, labour and the entrepreneur. The labourers and the entrepreneurs are human and as such very important in any productive enterprise. They utilize the other factors for the realization for the goal of the enterprise. It can then be adduced that human beings play a very important role within any system and in particular industrial organizations. For this reason, they should be given a high

consideration so that they can contribute effectively and efficiently during productive activities(William, 2016).

Lewis et al. (2015) notes that there are many way through which organizations motivate their employees, among them include but not limited to the following: first and foremost the relationship between the employer and employee must be one of understanding in order for the employee to identify him/her with his work and with the business he is working for. Lack of motivation in return affects productivity. A number of symptoms may point to low morale: declining productivity, high employee turnover, increasing number of grievances, higher incidence of absenteeism and tardiness, increasing number of defective products, higher number of accidents or a higher level of waste materials and scrap (William, 2016). A motivated employee is a loyal employee and to be loyal implies that the employee supports the actions and objectives of the firm. The appearance of the job as a whole has, in fact a bearing on the willingness and quality of an employee's performance, 9Martin Bruce 2002); Recognize effort and praise employees, during unsettled times, employees take on additional responsibilities. It's important for managers to recognize these increased efforts with a simple "thank you" or "great job." These meaningful words acknowledge effort, build loyalty and encourage people to work even harder.

In addition, Mullins, (2015) pointed out Performance is a product of both ability and level of motivation, thus performance is (ability x motivation) (Mullins, 2015).Martin Bruce (2012) asserts that, a motivated employee is a loyal employee and to be loyal implies that the employee supports the actions and objectives of the firm. The appearance of the job as a whole has, in fact a bearing on the willingness and quality of an employee's performance. Recognize effort and praise employees, during unsettled times, employees take on additional responsibilities. It's

important for managers to recognize these increased efforts with a simple “thank you” or “great job.” These meaningful words acknowledge effort, build loyalty and encourage people to work even harder.

In UK, Armstrong and Murlis (2014) study found that the inspiration and value cluster stood at number one, followed by the future growth and opportunity cluster while the tangible rewards cluster came in third or fourth in priority (Armstrong & Murlis, 2014). However, the researchers argued that tangible rewards become the first in employees’ minds in organisations which employ people with low salaries compared with other organisations (Armstrong & Murlis, 2014). It is evident that not all factors are important for all individuals, organisations and countries. Therefore, it may be thought that in Cambodia, for instance, where civil servants have been paid salaries below those required to maintain a family at subsistence level (World Bank & Asian Development Bank, 2013), pay, tangible rewards or financial rewards are likely to be the most important motivator for civil servants to commit to job performance.

In UK, Chew (2017) emphasized that if civil servants were well paid in relation to the cost of living, performance would be good because they could concentrate on their work. Being paid reasonably, employees would be happy and would perform to the required standard without being constantly concerned with finding the money to support their standard of living. However, in many developing countries, where their pay is very low in relation to the cost of living, public servants’ productivity and quality of performance are disappointing. Or, as indicated by Klitgaard (2017), “countries with lower civil service wages have significantly and importantly worse performance”. If pay is too low to support a reasonable life style, then civil servants would lack the motivation to perform well in their jobs and this situation could be exacerbated by low levels of skills and knowledge and lack of organizational support.

In Netherlands, Nunberg and Nellis (2015) wrote that in many developing countries, low pay had actually demotivates public servants in performing their work. However, it is not necessarily the case that high pay has been a good motivator for job performance. One of the main effects of alleged demotivation because of low level of pay in the public sector has been inadequate public services for citizens. Low pay, according to McCourt (2013), produces adverse consequences, particularly corruption, as public servants look for other sources of income to support them and their families. It affects public servants commitment to their jobs as they divert from primary duties to other jobs. Thus, in many developing countries, civil servants adopt the view that “you pretend to pay us, and we pretend to work” (McCourt, 2013, p. 144). Public servants still work but have only limited commitment to their roles and responsibilities to serve the public as they devote time and effort to alternative ways of making extra income. This is a major problem in situations where public service performance is a key element in accelerating development, reducing poverty and achieving the MDGs.

Rabby (2013) asserts that, the ingredients of motivation lie within all and the internalized drive toward the dominant thought of the moment. Motivation directly links to individual performance that gain to organization performance and as a catalyzer for all individual employees working for an organization to enhance their working performance or to complete task in much better way than they usually do. Organization runs because of people working for it, and each person contributes toward achieving the ultimate goal of an organization. As per Kuo (2013) a successful organization must combine the strengths and motivations of internal employees and respond to external changes and demands promptly to show the organization’s value. The relationship between an employee’s level of work motivation and the praise or recognition they receive in a job has been researched and supported in many different articles. Recognition or

feedback in a job can be extremely important to employees' work performance and motivation to complete their assignments. If an employee is not intrinsically motivated by their work from the start, giving rewards can certainly help to motivate them extrinsically. Workers can be motivated by rewards such as financial bonuses, promotions, or benefits, but they can also be motivated by recognition in the form of praise. Feedback itself, whether positive or negative, can be vital to the learning process in an educational setting, but also in a professional environment.

Motivation is therefore an important topic in literature that has been heavily researched in the past. It can be linked to many different theories and parts of a work environment that become detrimental to a corporation's and the employee's success. When organisations do not have motivated employees, the productivity of the firm may decrease. Whether the employees are intrinsically motivated by their work or extrinsically motivated by the rewards they receive, they need to be motivated in some way to complete the work put in front of them. Without motivation, firms cannot operate efficiently and effectively. Studies have shown that companies with employees that have low work motivation may have higher turnover rates, low organizational commitment, and low job satisfaction among employees. It is also emphasized in multiple articles that managers and supervisors should focus their efforts on improving the level of work motivation and job satisfaction that their employees have. Work motivation has been found to not only change an employee's outlook on their job, but has also been combined in literature with other aspects of work that could improve overall work motivation. Links between motivation and autonomous work have been found; when an employee has a greater amount of freedom and independence in their work they may exhibit a higher level of work motivation in comparison to an extremely monotonous and scheduled job. A link between praise and recognition can also be seen with work motivation. Besides paychecks, monetary rewards can

motivate employees, but they can also be motivated by other rewards such as praise and recognition alone. Higher levels of praise in a specific job can motivate employees and increase their productivity.

In Sweden, Helm (2017) states that employees who are satisfied with their work have a major impact on the growth and success of your company. By the same token, disengaged employees can have a negative impact on your organization's ability to become or remain an industry leader. In fact, experts estimate that the costs of a disengaged workforce run into the trillions of dollars. Developing talent within your company and grooming employees for advancement are ideal ways for you to prepare for the future. It is often faster and more effective to promote from within your own ranks than to search for new talent outside your organization.

In USA, Hofstede (2013) mentioned that determining if employees are motivated and engaged is the first step to creating a winning work environment. Typically, employees who work with passion and feel a deep connection to the company are the ones who drive innovation, take more initiative, deliver higher quality work and move the organization forward. On the other hand, disengaged employees are detrimental to your organization because they can infect the rest of your team with negative views. This not only slows productivity, it can cause key members of your team to leave in search of new opportunities. Identifying these employees and addressing the cause of their unhappiness is critical. If actively disengaged people are unable or unwilling to reenergize and refocus, it may be necessary to remove them from the organization for the good of the entire team.

Park (2014) continued to say that, monetary incentive acts as a stimulus for greater action and inculcates zeal and enthusiasm toward work, it helps an employee in recognition of achievement.

Likewise, Beretti et al. (2013) discussed that monetary incentives used to build a positive environment and maintain a job interest, which is consistent among the employee and offer a spur or zeal in the employees for better performance. For reason, monetary incentive motivate employees and enhance commitment in work performance, and psychologically satisfy a person and leads to job satisfaction, and shape the behavior or outlook of subordinate toward work in the organization. Training teaches employees how to work and enhance their skills, hence motivate them to achieve the common goal of organization as well as of employee. In the today's competitive world, every organization wants to achieve competitive edge over their competitors and be impossible to achieve without employee involvement, which forces management to motivate their employees by different means.

Literature has shown in the past that workers who have experienced a high level of feedback or praise within their jobs have a higher level of work motivation. In one study done by Ali and Ahmed (2016), they found that "if more focus is placed on rewards and recognition, it could have a resultant positive impact on motivation and thus result in higher levels of job performance (Ahmed, 2016). Continuously doing work and not receiving any feedback whether positive or negative could possibly hinder an employee's work ethic or make them believe that they are not completing their work adequately. In other words, people want to be told when they are doing a good job. If employees are being recognized and rewarded for their work, such as with a promotion, it can produce further growth for the employee and leave them with a feeling of higher responsibility.

Kuo (2013) notes that, a successful organization must combine the strengths and motivations of internal employees and respond to external changes and demands promptly to show the organization's value. In this paper, we have taken various techniques of motivation from existing

literature, and managed to make flow of motivation from young-age employees to old-age employees. From organization perspective managers need to understand the flow of motivation, it helps them to create a culture where employees always get motivated to do better. Barney and Steven Elias (2010) found that with extrinsic motivation there exist a significant interaction between job stress, flex time, and country of residence. Leaders know that at the heart of every productive and successful business lies a thriving organizational culture and hardworking people collaborate passionately to produce great results (Gignac and Palmer 2011).

Danish and Usman state that “employees take recognition as their feelings of value and appreciation and as a result it boosts up morale of employee which ultimately increases productivity of organizations” (Danish & Usman, 2015). Without this recognition, companies and organizations may lack productivity due to employees that feel undervalued and unappreciated. It is an important factor to efficiency of companies to praise and recognize their employees for their hard work. Praise is known as the act of conveying approval to someone or of something. If someone is given praise, it is to show them they have done a good job at something or to show support for the other. In the workplace, praise can be an important part of completing tasks for some people and for others, it is not important to receive praise in order for them to continue doing their jobs sufficiently. Whether it is important to someone or not, it is still something that can and should be given to employees from managers, fellow employees or group members.

As mentioned before, receiving recognition or praise may not affect the level of productivity or the effort one puts in at work because praise is not something everyone neither seeks nor needs to feel successful in their jobs. For others, not receiving enough or any praise can hinder their level of productivity and can greatly affect the effort they put into their tasks at work. It can be said that “the power of positive recognition praise” and life satisfaction not only appear to

influence the optimal functioning of people in the present, but also encourage positive development in the future” and this development can greatly impact someone’s career and daily work habits (Stevic and Ward, 2008). Praise and recognition can come in many different forms within a corporate setting.

Empirical investigations by Brownell and McInnes (2015) revealed that managers who are highly motivated are much more likely to be high performers. Also, Emmanuel, Kominis and Slapnicar (2008) investigation on the relationship between managerial motivation and performance confirmed earlier findings – managers who experience high levels of motivation are also likely to exhibit high job performance. Abejirinde (2009) investigated the relationship between motivation and work performance within private and public enterprises in Nigeria and found that promotion (as a motivator) and employees’ performance are positively correlated. It was also revealed that job growth (as a motivator) has significant relationship with employees performance. Another study by Baibaita (2010) revealed that motivation exerts positive impact on the employees’ performance in the Nigerian banking industry.

Monetary based rewards could promote motivation and productivity, but verbal praise and non-monetary rewards for goals met can also help boost morale and strengthen an employee’s mood or work engagement. “The Aon Hewitt survey found recognition was the fourth-most important driver of engagement globally in 2012” and giving out praise can also have other benefits such as improving revenue growth and employee retention rates (Ladika, 2013). Similarly, it was found that “encouraging employees to recognize one another for exceptional performance or cooperation can enhance teamwork, strengthen bonds between employees and instill pride” (Ladika, 2013). If an employee completes a project or task correctly, in the given time frame, or works extremely hard on it, they deserve to be given praise by their managers and or peers in

their place of work. Although it may not be what drives someone to get their work done, for others it may make all the difference for their work life and their personal life.

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In USA, Hofstede (1991) mentioned that determining if employees are motivated and engaged is the first step to creating a winning work environment. Typically, employees who work with passion and feel a deep connection to the company are the ones who drive innovation, take more

initiative, deliver higher quality work and move the organization forward. Also ensuring organizational influence, organizational Influence is the main factor in employee motivation. However, no organization or employee is an island, and both are also affected by the community in which they exist, such as family, friends, community members and local issues affecting the lives of people. It can be argued that National Influence affects both the organization and the employee evenly. As the organization must conform to social, political, economic and legal requirements on a national level, the employee must also do the same in order to exist. Block & Peter, (2001) states that some organization motivates employee through globalization of the market: this has created a high demand for common work ethic and practices in the developed and developing countries. Despite questions about the validity of western theories of motivation in the developing world, globalization has been rapidly blurring the difference in work cultures and environment both in the East and the West.

Waterman (1982) states that motivation is the degree of effort an employee exerts to accomplish a task; it shows an excitement about work. From the managers' point of view, person who is motivated has such characteristics as hardworking, sustaining a pace of hard work, self-directed behavior towards important organizational goals. Motivation is the key to performance improvement. There is a saying that "you can take a horse to the well to drink water but you cannot force it to drink", it will drink if only it is thirsty-so with people. They will do what they want to do or otherwise motivated to do. Whether it is to excel on the workshop floor or in the ivory tower, they must be motivated or driven to it, either by themselves or through external stimulus. Employee satisfaction and motivation towards work refers to prospects of the employee about the organization and his approaches forward his service (Ali et al, 2011).

Wanyama (2010), notes that employee productivity depends on the amount of time an individual is physically present at a job and also the degree to which he or she is “mentally present” or efficiently functioning while present at a job. Companies must address both of these issues in order to maintain high worker productivity, and this may occur through a variety of strategies that focus on employee satisfaction, health, and morale.

Recently it was reported in a study where intrinsic motivation strengthened the relationship between prosocially motivation and employee outcomes such as persistence, productivity and performance. Grant claims that employees experience prosocial motivation as more autonomous when intrinsic motivation is high because intrinsically motivated employees feel that performing well is beneficial to their own self-selected goals, as they enjoy their work and value the outcome of helping others. Drawing on concepts from research on prosocial personality, prosocial motivation should be pleasure based rather than pressure-based, because employees feel volition, autonomy and free choice in their efforts to benefit others by way of in-role and extra-role work performance when prosocial motivation is accompanied by intrinsic motivation. When intrinsic motivation is low, however, employees will experience prosocial motivation as more controlled because they do not enjoy their work or benefiting others through their work.

Recent models of work motivation are addressing the role of the environment as one determinant of behavior. For example, Keller et. al (2009) performance factors model includes antecedents and consequences as influences on performance. Locke and Latham’s (2010) goal setting theory centers on goals as antecedents and feedback as consequences of performance. This focus on empirical events makes goal setting theory one of the more practical cognitive theories of motivation that exists today. In summary, conceptualizing motivation as an internal construct places the causes of behavior inside the person. The environment provides the backdrop against

which motivational mechanisms and processes determine appropriate courses of action. These internal events are difficult to observe and measure which can lead to a number of independent models of the causes of behavior. Furthermore, when behavior or performance does not meet societal or work standards, we tend to assume that something is wrong with the person, rather than looking for deficits in the person's environment. Behavior analysis attempts to explain behavior and performance by understanding the context in which it occurs.

In understanding of the employee's behavior, motivation is of a great importance. An organization is merely a blue print for the human activity and requires people in order to function. (Steers). Balunga.et.al (1997) says that, motivation relates immense of untapped reservoirs of physical and mental capacities which result into a higher efficiency, he further pointed out that motivation helps attitude on the sides of the employees and creates job satisfaction that result in cordial relation between the employer and employees of the organizations should therefore motivate workers since motivation creates loyal and committed worker to the organization. George (2016) argues that management continually faces an uphill task and challenges especially how to motivate high performing employees in the organizations and get them to continue doing such good job. Motivation is therefore is a central point to understanding and managing organizational behavior because it explains why people behave as they do at the place of work. Beer .et.al (2013), states that managers tend to use compensations as a crutch, it's easier to define an incentive system that will do management work than it is to articulate direction persuasively, develop agreement about goals and problems and confront difficulties when they arise. This is reality in the hospitals and managers use money to motivate their juniors to perform better.

Lawler (1994) and Buchanan and Huczynski (1997) submit that motivation is the single most important determinant of individual job performance. According to Nelson and Quick (2003), motivation factors lead to positive mental health and challenge people to grow, contribute to the work environment and invest themselves in the organization. Psychologists have been exploring how to motivate employees since early in the last century and a lot of knowledge on human motivation has been developed and widely applied. The fulfillment of social needs is not needed to explain the performance changes. Maslow Needs Hierarchy Theory (1954): To formulate a positive theory of motivation, humans have innate hierarchical needs, lower-order needs (e.g., air, water, food and shelter) dominate human behavior until they are satisfied. Unmet needs create psychological tension that energizes and motivates behavior that will fill those needs? No practical tools predict and control behavior? People don't inherently dislike work. People exercise self-direction and self-control. Human beings learn to accept and seek responsibility. Management's methods of organization and control need to recheck, establish short-term and long-term goals, provide frequent feedback on progress; assessment and changes of goals, appraise results. Empirical investigations by Brownell and McInnes (2006) revealed that managers who are highly motivated are much more likely to be high performers. Also, Slapnicar (2008) investigation on the relationship between managerial motivation and performance confirmed earlier findings managers who experience high levels of motivation are also likely to exhibit high job performance.

According to Mullins (2005), a major international study by Proud foot Consulting in the United States of America, revealed that, the most important reason for productivity loss was poor working morale. This includes absence of positive team spirit, low motivation, poor sense of belonging, people feeling undervalued and poorly rewarded. It is, however, worthy to note that

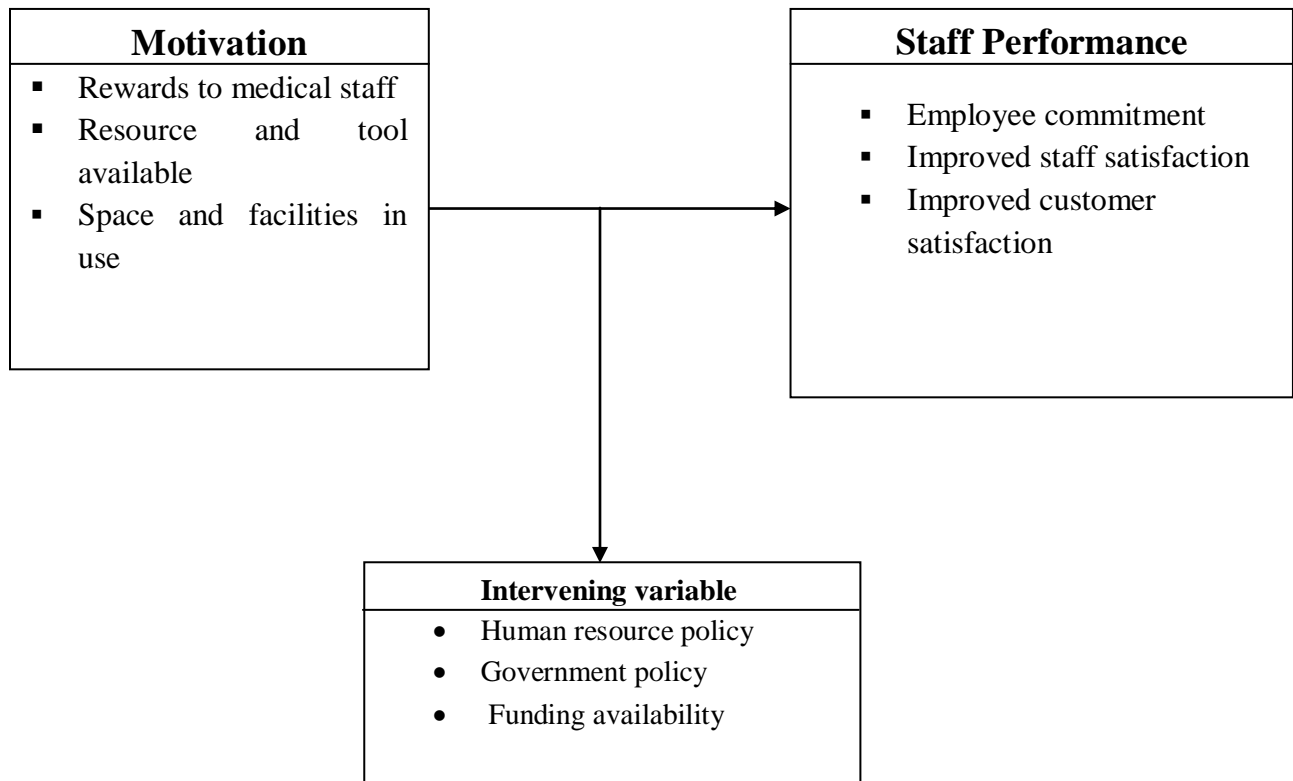
performance problems are not necessarily caused by low level of motivation only. Other factors like shortage of resources or lack of skills may be the cause of low productivity in an organisation. Nelson and Guick (2003) said, motivation factors lead to positive mental health and challenge people to grow, contribute to the work environment and invest them in the organization. Academic performance on the other hand is the outcome of education; the extent to which a student, lecturer or institution has achieved their educational goals.

2.3 Conceptual framework

A conceptual framework shows the diagrammatic relationship between Independent variables, Dependent variables and Intervening variables.

Figure 2.1: Conceptual framework.

Independent Variable **Dependent variable**



Adapted from Sanjay and Bradley(2013).International public management journal.vol 11(1)

This conceptual frame work model is comprised of three variables i.e the independent variables, dependent variables and the intervening variables.

As indicated in figure 2.1, performance depends on the motivation supported by the intervening variables. Performance is viewed through the variables as indicated in the model and motivation is reflected through the extent to which the various activities are managed.

The model has been developed from literature on motivation and staff in the public hospitals in Uganda considering the dependent/independent and extraneous valuables that all have significant contribution to the study.

According to Sansone and Harackiewicz (2000) they argue that at the heart of organisational behaviour is human motivation at work. He claims that the behaviour of organisations underlying is human motivation. Therefore, it can be said that motivation of staff plays a significant role in the performing a task; he went on to say that managers need to know ways they can be able to motivate their staff, i.e. staff with attractive remuneration

In the model, motivation is looked at as an anchor to performance, as evidenced in the recent research according to Timothy (2014) they stressed out and demonstrated that employees' all overall job satisfaction is correlated with their work performance. Barry Stawand his colleagues found out that employee job satisfaction predicts subsequent employee performance when other variables are controlled. In an articticle published in organisational Behavior and Human performance, Muhammad Jamal reported that job dissatisfaction is associated with poor work performance.

For staff to perform their duties promptly through motivation, there must be rewarded with attractive remuneration , well framed human resource policy, government policy and funding of organisation activities.

Therefore, it is evidence enough that the study can take off to examine the relationship between motivation and staff performance in Jinja referral hospital

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter presented a detailed description of the methodology used in the collecting relevant data to the study. it contains the research design , study population, sample size , data collection methods , data collection instruments, data processing and data analysis techniques.

3.1 Research Design

Research design refers to the overall strategy that the researcher choose to integrate the different components of the study in a coherent and logical way, thereby ensuring that the researcher effectively addressed the research problem, it constitutes the blueprint for the collection, measurement and data analysis which includes presentation of the following: research approach, research strategy, research duration and research classification.

3.2 Research Approach

This study employed a phenomenological approach. The phenomenological approach refers to a method of inquiry into what different people in the different departments experience in regard to some phenomenon or other and how they interpret those experiences.

In this study, the researcher attempted to understand Jinja referral hospital's staff's perception, perspective and understanding of the nature of motivation in Jinja referral hospital. By looking at multiple perspectives of the same situation, the researcher was able to make some generations of what motivation is like as an experience from Jinja referral hospital staffs perspective

3.3 Research strategy

A research strategy is general plan of how the research is to be done and how the research questions will be answered. The study employed a case study strategy which focused on the research topic, research objectives and research questions. The case study involved the researcher developing a detailed knowledge about Jinja referral hospital as a single case. This helped the researcher to gain a rich understanding of the issues involved in motivation and staff performance. It further involved interviews, questionnaires and documentary reviews (Amin, 2005).

3.4 Research duration

The study was a cross section study and considered key informants from Jinja referral hospital specifically motivation trends from May 2017 -2018.

3.5 Research classification

This research study was classified as qualitative study. This is because it used the descriptive approach to explain the accurate profile of situation of Jinja referral hospital. And explanatory approach to establish causal relationship between variables.

3.6 Limitation of the study

The researcher faced some hardships in gathering some necessary information for the research study and these include the following.

- i. Some respondents were hesitant to give information as asked in the questionnaires. The researcher, however, informed them of the objectives of the research and confidentiality of the information that will be provided.

- ii. Scheduling problems, especially with respondents to be interviewed; some respondents were too busy to be interviewed. The researcher kept in touch with all the respondents to harmonize schedules.
- iii. There was shortage of resources like text books and journals for literature review. Nevertheless, online books were available on different websites to provide free information on related literature

3.7 Data Collection

This section explains how the researcher obtained data from the field through usage of various instruments.

3.8 Study Population/ target population

The target population consisted of staff of Jinja referral hospital who could be accessed and these were 125 staff of Jinja referral hospital. The study focused on a population of 95 employees who are located in the categories of lower to senior management level and are located in Jinja because the researcher believed that they would provide a representative sample of the study.

3.9 Sample Size Determination

A sample is the portion of the population whose results can generalize those of the entire population .the sample size (95) was determined using a scientific formula provided below.

$$n = \frac{N}{1 + N(e)^2}$$

Where:

Where n is the sample size, N is the population size, and e is the level of margin of error, at 95% confidence level. From the above formula, a sample size of 95 respondents will be derived as follows:

$$n = \frac{125}{1+125(0.05)^2}$$

$$= 95$$

Sample Size

The sample size is an important feature of any empirical study in which the goal is to make inferences about a population from a sample. From the study population, the sample size of 95 of the respondents was drawn from the Nurses, Other staff, Finance and accounting, Doctors, Information Technology, Administration and Human resource. The distribution of the respondents is as shown below

Table 3.1: Distribution of the study sample

Department	Population	Sample size	Sampling method
Nurses	36	27	Random sampling
Other staff	33	24	Random sampling
Finance and accounting	14	10	Random sampling
Doctors	12	8	Purposive
Information Technology	18	14	Random sampling
Administration	10	10	Purposive
Human resource	2	2	Purposive
Total	125	95	

Source: HR Manual, 2016

Sampling Techniques

Purposive and random sampling methods were used to select the sample.

Purposive Sampling

The purposive sampling technique was characterized by the use of judgment and a deliberate effort to obtain representative samples by including typical areas or groups in the sample. In this method, the researcher hand-picked subjects on the basis of business carried on. It was the most appropriate method to select a sample from the various sectors in this area. It enabled the researcher to select a sample with vital data on the topic under study that can assist in analyzing the problem further.

Random Sampling

The simple random sample is a basic sampling method assumed in statistical method and computations. To collect a simple random sample, each unit of the target population is assigned a number. A set of random numbers is then generated and the units having those numbers are included in the sample. For example, let's say you have a population of 1000 people and you wish to choose a simple random sample of 50 people. First, each person is numbered 1-1000. Then, you generate a list of 50 random numbers (typically with a computer program) and those individuals assigned those numbers are the ones you include in the sample.

The primary benefit of this method is to ensure that cases from smaller strata of the population are included in the sufficient numbers to allow comparison. An example makes it easier to understand. Say that you are interested in how job satisfaction varies by race among a group of employees at a firm. To explore this issue, we need to create a sample of employees of the firm.

3.10 Demographic Characteristics of Respondents.

The main purpose of this part was to analyse the background information of the respondents in Jinja referral hospital in relation to their age, gender, marital status and level of education. The information was presented by the use of tabulation.

3.11 Gender of the respondents

Table 3.2: Gender of the respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Female	53	55.8	55.8	55.8
Valid Male	42	44.2	44.2	100.0
Total	95	100.0	100.0	

Source: primary data 2018

Table 3.1 shows that out of the total respondents who participated in the study, 53(55.8%) of them were female respondents and 42(44.2%) were male respondents. This implies that the female in Jinja Referral Hospital participated in the study as compared to their male counterparts. Therefore, the inclusion of both genders in data collection was to avoid gender bias in providing information on motivation and staff performance of medical staff in Jinja referral hospitals.

3.12: Education level of the respondent

Table 3.3: Education level of the respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
Certificate	29	30.5	30.5	30.5
Diploma	46	48.4	48.4	78.9
Valid Degree	13	13.7	13.7	92.6
Postgraduate	7	7.4	7.4	100.0
Total	95	100.0	100.0	

Source: primary data 2018

Table 3.3 shows the levels of education of the respondents used in this study at Jinja referral Hospital, Results obtained indicate that 29(30.5%) have a certificate, 46(48.4%) have diploma

, 13(13.7%) of them had Bachelor degree and 7(7.4%) of them had Post graduate degree. The majority respondents 46(48.4%) have diploma or higher level of qualification. This implies that the respondents were able to understand the questions in the questionnaire and give appropriate answers on how motivation staff influences staff performance as for them as medical personnel of Jinja referral Hospital .

3.13: Age of the respondent

Table 3.4: Age of the respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
20-29	14	14.7	14.7	14.7
30-39	31	32.6	32.6	47.4
Valid 40 – 49	30	31.6	31.6	78.9
50 and above	20	21.1	21.1	100.0
Total	95	100.0	100.0	

Source: Primary data, 2018

Table 3.4 shows that, 14(14.7%) of them are between the age of 20-29, 31(32.6%) are aged between 30-39 years, 30(31.6%) of them are aged between 40-49 years and lastly 20(21.1%) are aged 50 years and above. Generally 78.9% of the respondents are 49 years and below. This means that majority of the staff still young and energetic and can serve for long in Jinja Referral Hospital, if motivated hence contribution to staff performance which of qualify.

3.14: Marital status

Table 3.5: Marital status

	Frequency	Percent	Valid Percent	Cumulative Percent
Single	25	26.3	26.3	26.3
Valid Married	70	73.7	73.7	100.0
Total	95	100.0	100.0	

Source: Primary data 2018

Table 3.5 indicate that, 25(26.3%) of the respondents were single and 70(73.7%) were found to be married and they were the majority. Since, majority of staffs who are employed by the Jinja referral Hospital married this could be interpreted that there is a high sense of responsibility that could be transferred from home to work and work and vis-à-vis and so they deserve attractive remuneration.

3.15: Department of work

Table 3.6: Department of work

	Frequency	Percent	Valid Percent	Cumulative Percent
Procurement	1	1.1	1.1	1.1
Accounting	4	4.2	4.2	5.3
Human resource	5	5.3	5.3	10.5
Valid Stores	5	5.3	5.3	15.8
Others	80	84.2	84.2	100.0
Total	95	100.0	100.0	

Source: Primary data 2018

The finding in table 3.6 shows the different departments of the respondents at Jinja referral Hospital and it shows that 1(1.1%) were from procurement, 4(4.2%) were from accounting, 5(5.3%) were from human resource, 5(5.3%) stores and 80(84.2%) belonged to others, these are the medical support staff from Jinja referral hospital. The number of others who were mainly key informants was greater compared to other departments because they were the study's main target and had a better understanding of motivation and staff performance at specifically Jinja Referral Hospital.

3.16 Data collection methods

Data collection methods refer to the tools that are used to collect data. Qualitative and quantitative studies largely the research instruments for data collection. The study used both primary and secondary method as data collection methods. The primary data involved the use of closed-ended questionnaires and interview guide to ascertain information from the respondents. Secondary data was obtained from secondary sources that involve the analysis of various internal and external documents in order to obtain the information and other sources that are necessary for the production of the final report. The data collection methods to be used are described below:

Survey method

A survey of the perception of the respondents was undertaken. Here comprehensive self-administered questionnaires are the main instrument in the study. These were designed to gather information and explore the key variables addressed to administration and management. Both open and closed-ended questionnaires were used to let respondents give their own opinion about the research problem.

Interview method

Interview means face to face interaction between the interviewee and the interviewer. The interviews were held with those respondents identified purposely crucial to the provision of explanations to the topic under study. The questions for the interview were both open and closed-ended. The open-ended questions give chance to more discussions, while the closed-ended questions were asked for particular responses .the interview method helped the researcher to collect additional views from respondents on motivation and staff performance at Jinja Referral Hospital. the questions were filled on spot and respondents were interviewed from their different departments of work to save time.

Documentary Review

This includes reviewing existing literature, publications of other researchers, text books, journals and other correspondences, Hospital HR reports, Human resource and others was reviewed to back up primary findings. These instruments were used to gather secondary data to obtain a review of related published literature of Jinja Referral Hospital.

3.17 Data collection instruments

The instruments that were used for data collection were mainly Self-Administered Questionnaires (SAQs), interview guides and documentary review checklist.

Self -Administered Questionnaires (SAQs):For this research the appropriate instrument that were considered was questionnaire. The questionnaires were used since the study was concerned with variables that cannot be directly observed such as views, opinions, perceptions and feelings

of the respondents. Such information is best collected through questionnaires (Onen 2009).this method was used because saves time during data collection.

Interview guide: were used for interviewing the key informants as detailed above. This enabled the researcher to gather information from the respondents over their perceptions about the study variables. the methods was used because of its consistence. The two instruments were able to collect very essential and consistent information.

Document Review Checklist

Document checklist included the use of secondary source of data. Relevant documents from Jinja Referral Hospital were reviewed to elicit related data to the study in question. The documents reviewed included the Hospital human resource policies and related books, dissertations of other researchers. The use of these documents enabled the researcher to make an informed comparison between interpretation of events and those recorded in the documents.

3.18 Administration procedure

After approval of the research proposal at the department level, the researcher obtained an introductory letter from the office of the Dean of school,of Business Administration of Nkumba University and paid a pre- study visit at Jinja referral hospital. This pre- visit helped the researcher to identify respondents, seek their consent and make relevant appointments for eventual data collection. While in the field, the researcher delivered the questionnaires to the respondents. The answered questionnaires were then collected immediately, whose that remained were collected later by the researcher.

3.19 Quality control

Quality control involved adjusting /modification of the instruments following the pretest study in order to improve the validity and reliability coefficient to at least 0.70. this is the least valve of validity and reliability coefficient generally accepted for survey studies (Popham,2009).

Furthermore, quality was enhanced by controlling the effects of extraneous variables. This was done by randomization since it limits systematic bias and spreads the effects of extraneous variable evenly. The method is good since it involved random sampling of participants and their random assignment to groups.

Validity of the instruments was determined by giving the instruments to three independent experts who evaluated the relevance of the instrument to the study objectives and rated the items on the scale of relevant (R) and irrelevant (IR). Validity was then determined by computing the content validity index using the formulae below.

$$\text{Content validity index} = \frac{\text{Average Scores Rated Relevant}}{\text{Total Number of items in the Questionnaire}}$$

3.20 Reliability and Validity

The study applied was applied different data control measures in order to measure the validity and reliability of the research instruments.

Content Validity:To ensure the content validity of the instrument the researcher was consulted the supervisor as well as the key lecturers from master's in business administration at Nkumba

University in order to validate the instrument in terms of relevancy, cover of the objectives and appropriateness of the terminology that was used. The data collection tools were structured and standardized in order to ensure that the research questions are addressed.

Internal Validity:The questionnaire was pre-tested using key staff of Jinja referral Hospital and Senior Lecturers from the School of Business Administration and constructive feedback received incorporated in the questionnaire. The reliability was ensured by testing the instrument for the reliability of Alpha values as recommended by Cronbach. Cronbach recommends analysis for Alpha values for each variable under study. According to Sekaran (2001) Alpha values for each variable under study should not be less than 0.6 for the statements in the Instruments to be deemed reliable

The Cronbach's Alpha was calculated using the following formula.

$$\alpha = \frac{k}{k-1} \left(1 - \frac{\sum \sigma_k^2}{\sigma^2} \right)$$

Where $\sum \sigma_k^2$ is the sum of variances of the k parts (usually items) of the test σ is the standard deviation of the test.

3.21 Data processing

Data processing was completed through different stages. the data collected from different questionnaires and interviews were organized so that so that order can be created . also , editing and cross checking was done so that errors can be detected and corrections made. This helped to find out completeness in the questionnaires. After editing the data, coding followed. This involves assigning of symbols to answers so that data can be categorized for example age, level of education and job title. Finally, individual interpretations, judgments opinions on the areas b

of study were made. Quantitative data was summarized and presented using descriptive statistics like frequency tables. These aimed at enabling quick reading and understanding of the data.

3.22 Data Analysis

The summarized data was then analyzed so as to make sense out of it. Analysis was based on both descriptive and using regression analysis. Under data reduction, the extraction method was used and this helped in reducing the various manifest indicators (items in the questionnaires) of each variable of the study into independent components. Exploratory data analysis using the bivariate method was used to determine whether there are significant associations between the various constructs of motivation and staff performance in Jinja referral Hospital.

3.23 Ethical consideration

Ethical considerations were taken into consideration by first seeking authorization from the management of Jinja referral Hospital. Questionnaires were structured in such a way that there was no mentioning in the interviewee's name. A statement was as strict with utmost confidentiality with which data was held expressly stated in the questionnaire. Further, response was considered optional, basically explaining the reason for replacing respondents who would wish not to respond as mentioned in the "Sample Size and Sample Selection techniques" above. Ethical considerations were taken care of by the researcher briefing the respondents as to the purpose of the research, their relevance in the research process, and expectations from them.

CHAPTER FOUR

HOW QUALIFIED STAFF ARE REWARDED WITH ATTRACTIVE REMUNERATION BY JINJA REFERRAL HOSPITAL(JRH)

Introduction

This chapter is designed to answer the first research objective .it reports on how qualified staffs are rewardedwith attractive remuneration by JRH. In order to verify this objective , a number of approaches were used .these included descriptive statics Person product moment , multiple regression analysis of various variance (ANOVA).

Respondents were asked several questions regard to the second objective and results were presented, analyzed and interpreted as shown below.

Resource definition- asourceof supply, support or aid, especially one that can be readily drawn upon when needed. Typically resources are materials, energy, services, staff, knowledge or other assets that are transformed to produce benefit and in the process may be consumed or made unavailable. Benefits of resource utilization may include increased wealth, proper functioning of a system or enhanced well- being.

Providing employees with opportunity to lead by example which reinforce the idea that there accomplishment is, in fact exemply

For Jinja referral hospital to achieve to its expectation, there is need to find a way how to motivate qualified staff through being rewarded attractive remuneration. The study asked respondents whether providing employees with opportunity to lead by example which reinforce

the idea that their accomplishment is, in fact exemplary and may lead to attractive remuneration, results are obtained and presented in table 4.1.

Table 4.1: Providing employees with opportunity to lead by example which reinforces the idea that their accomplishment is, in fact exemplary

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	3	3.2	3.2	3.2
Disagree	5	5.3	5.3	8.4
Not sure	4	4.2	4.2	12.6
Valid Agree	79	83.2	83.2	95.8
Strongly agree	4	4.2	4.2	100.0
Total	95	100.0	100.0	

Source: Primary data 2018

Results from the above table 4.6 show that 3(3.2%) of the respondents strongly disagreed with the statement that provides employees with opportunity to lead by example which reinforces the idea that their accomplishment is, in fact exemplary at Jinja Referral Hospital, 5(5.3%) of the respondents disagreed, 4(4.2%) were not sure, 79(83.2%) agreed and 4(4.2%) of the respondents strongly agreed to this aspect. Results shown above imply that 83(87.4%) of the total respondents generally agreed that there exists providing employees with opportunity to lead by example which reinforces the idea that their accomplishment is, in fact exemplary at Jinja referral hospital staff. This implies that staff of this Jinja referral hospital are motivated by this tool.

Selecting employees to take the lead on important tasks or giving them the ability to make their own judgment calls without your involvement shows them that you believe them that they are onto the task

For any successful achievement of tasks there is need to select employees to take lead in important tasks or giving them the ability to make their own judgment calls without your involvement shows them that you believe them that they are onto the task. The study asked respondents whether the selecting of employees to take the lead on important tasks or giving them the ability to make their own judgment shows them that management of JRH believe in their staff and this motivates staff as results as obtained and presented in the table 4.2 below.

Table 4.2: Selecting employees to take the lead on important tasks or giving them the ability to make their own judgment calls without your involvement shows them that you believe them that they are onto the task

	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	5	5.3	5.3	5.3
Valid Agree	90	94.7	94.7	100.0
Total	95	100.0	100.0	

Source: Primary data 2018

Results from the above table 4.7 show that 5(5.3%) of the respondents disagreed that the management Select employees to take the lead on important tasks or giving them the ability to make their own judgment calls without their involvement shows them that they believe in them that they are upon the task at Jinja referral Hospital, 90(94.7%) agreed and. Results shown above imply that 95(100%) of the total respondents generally agreed that there exists selecting

employees to take the lead on important tasks or giving them the ability to make their own judgment calls without your involvement shows them that management believes in them that they can accomplish any task as staff. This implies staff of JRH motivated by this tool.

Rewarding every employee at once who adds a new level of interest to routine tasks and in turn boost their engagement

Information was collected from the respondents as to whether rewarding every employee at once who adds a new level of interest to routine tasks and in turn boost their engagement may lead to attractive remuneration and the results are as shown in the table 4.3 below.

Table 4.3: Rewarding every employee at once who adds a new level of interest to routine tasks and in turn boost their engagement

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	8	8.4	8.4	8.4
Disagree	55	57.9	57.9	66.3
Valid Not sure	9	9.5	9.5	75.8
Agree	23	24.2	24.2	100.0
Total	95	100.0	100.0	

Source: Primary data 2018

Results from the above table 4.8 shows that 8(8.4%) of the respondents strongly disagreed that the management Rewarding every employee at once which adds a new level of interest to routine tasks and in turn boost their engagement at Jinja referral Hospital, 55(57.9%) of the respondents disagreed, 9(9.5%) were not sure and 23(24.2%) respondents strongly disagreed to this aspect. Results shown above imply that 63(66.3%) of the total respondents generally disagreed that

therewarding every employee at once which adds a new level of interest to routine tasks and in turn boost their engagement at JRH staff would motivate staff hence leading to attractive remuneration.

Try to throw a small break room celebration every few weeks

Try to throw a small break room celebration every few weeks ,these small break celebration are not granted by the management of Jinja referral hospital until the tasks for the day are done and one can have his or her celebration such as birthday celebration, as results are obtained and presented in the table 4.4 below

Table 4.4: Try to throw a small break room celebration every few weeks

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	27	28.4	28.4	28.4
Disagree	50	52.6	52.6	81.1
Valid Not sure	4	4.2	4.2	85.3
Agree	14	14.7	14.7	100.0
Total	95	100.0	100.0	

Source: Primary data 2018

Results from the table above show that 27(28.4%) of the respondents strongly disagreed that management Try to throw a small break room celebration every few weeks t at JRH, 50(52.6%) of the respondents disagreed, 4(4.2%) were not sure and 14(14.7%)of the respondents agreed to this aspect. Results shown above imply that 77(81%) of the total respondents generally disagreed that management Tries to throw a small break room celebration every few weeks for

staff at Jinja referral Hospital its until one has worked upon the patients for day that is when he or she gets can consider small break celebration every few weeks .

Appreciating employees annually by giving them end of year packages

In today's employee appreciation, most organisations prefer to do it at the end of the year or during ones retirement from official duty for their staff. However, this does not lead to or contribute to attractive remuneration but it just motivates staff that their efforts are recognised by management inspite of the challenges faced while they were able to deliver. The collected information from the respondents as to whether appreciating employees annually by giving them end of year packages at Jinja referral Hospital are represented in the table 4.10 below

Table 4.10: Appreciating employees annually by giving them end of year packages

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	4	4.2	4.2	4.2
Disagree	7	7.4	7.4	11.6
Valid Agree	83	87.4	87.4	98.9
Strongly agree	1	1.1	1.1	100.0
Total	95	100.0	100.0	

Source: Primary data 2018

Results from the above table 4.10 show that 4(4.2%) of the respondents strongly disagreed that there exists Appreciating employees annually by giving them end of year packages at Jinja referral hospital, 7(7.4%) of the respondents disagreed, 83(87.4%) agreed and 1(1.1%) of the respondents strongly agreed to this aspect. Results shown above imply that 84(88.5%) of the

total respondents generally agreed that there exists appreciating employees annually by giving them end of year packages at Jinja referral hospital.

“From the interview it was revealed that staffs of Jinja referral hospital are given small package for appreciation to them and their families and this motivates them”.

Employee recognition to serve incentives

Information was collected from the respondents as to whether employee recognition to serve incentives for staff at Jinja referral hospital and the results are as shown in the table 4.11 below.

Table 4.11: Employee recognition to serve incentives

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	4	4.2	4.2	4.2
Disagree	14	14.7	14.7	18.9
Not sure	16	16.8	16.8	35.8
Valid Agree	51	53.7	53.7	89.5
Strongly agree	10	10.5	10.5	100.0
Total	95	100.0	100.0	

Source: Primary data 2018

Results from the table 4.11 above show that 4(4.2%) of the respondents strongly disagreed that there exists employee recognition serve to incentives at Jinja referral hospital, 14(14.7%) of the respondents disagreed, 16(16.8) are not sure, 51(53.7%) agreed and 10(10.5%) of the respondents strongly agreed to this aspect. Results shown above imply that 61(64.2%) of the total respondents generally agreed that there exists employee recognition to serve incentives at

Jinja referral hospital. This motivates staff to work hard as per the required standard of performance.

Defining success that you want to reward

In the process of defining success by management of Jinja referral hospital its able to achieve, its mission and mandate, its mission is to increase access to all people in Busoga region to qualify, general and specialized health service as presented in the table 4.10 below

Table 4.12: Defining success that you want to reward

	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	9	9.5	9.5	9.5
Not sure	5	5.3	5.3	14.7
Valid Agree	78	82.1	82.1	96.8
Strongly agree	3	3.2	3.2	100.0
Total	95	100.0	100.0	

Source: Primary data 2018

Results from the above table 4.12 show that 9(9.5%) of the respondents disagreed that there exists defining success that you want to reward at Jinja referral hospital, 5(5.3) are not sure, 78(82.1%) agreed and 3(3.2%) of the respondents strongly agreed to this aspect. Results shown above imply that 81(85.3%) of the total respondents generally agreed that there exists defining success at Jinja referral hospital. This implies that by defining success by management staff are motivated.

Inclusiveness i.e. rewarding employers according to the stated criteria

Information was collected from the respondents as to whether staffs are inclusiveness for instance rewarding employers according to the stated criteria at Jinja referral hospital and the results are as shown in the table 4.13 below.

Table 4.13: Inclusiveness i.e. rewarding employers according to the stated criteria

	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	14	14.7	14.7	14.7
Not sure	4	4.2	4.2	18.9
Agree	77	81.1	81.1	100.0
Total	95	100.0	100.0	

Source: Primary data 2018

Results from the above table 4.13 show that 9(9.5%) of the respondents disagreed that there exists defining success that you want to reward at Jinja referral hospital, 5(5.3) are not sure, 78(82.1%) agreed and 3(3.2%) of the respondents strongly agreed to this aspect. Results shown above imply that 81(85.3%) of the total respondents generally agreed that there exists inclusiveness i.e. rewarding employers. the implication is that rewarding employers according to the stated criteria motivates staff at JRH

Under performers and incentives

Information was collected from the respondents was to whether under performers and incentives may lead to attractive remuneration at Jinja referral hospital and the results are as shown in the table 4.14 below.

Table 4.14: Under performers and incentives

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	2	2.1	2.1	2.1
Disagree	9	9.5	9.5	11.6
Valid Agree	84	88.4	88.4	100.0
Total	95	100.0	100.0	

Source: Primary data 2018

Results from the above table 4.14 show that 2(2.1%) of the respondents disagreed that there exists under performers and incentives at Jinja referral hospital, 9(9.5%) disagreed and 84(88.4%) of the respondents agreed to this aspect. Results shown above imply that 84(88.4%) of the total respondents generally agreed that there exists under performers and incentives at Jinja referral hospital. This implies that the incentives given to staff as a result of performance motivates them

Simple thank you

Simple thank you motivates staff and it encourages them to work as required both from the clients and management at Jinja referral hospital and the results are as shown in the table 4.15 below.

Table 4.15: Simple thank you

	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	4	4.2	4.2	4.2
Agree	23	24.2	24.2	28.4
Strongly agree	68	71.6	71.6	100.0
Total	95	100.0	100.0	

Source: Primary data 2018

Results from the above table 4:15 show that 4(4.2%) of the respondents disagreed Simple thank you would just be enough for them to be motivated and these would prefer bonus to be given to them for job well done because at times they attend to very complicated issues of patients and they survive, 23(24.2%) of the respondents agreed, 68(71.6%) respondents strongly agreed to this aspect. Results shown above imply that 91(95.8%) of the total respondents generally agreed that Simple thank would motivate them and encourage them to perform as required.

Table 4.16: One-Sample Test

	Test Value = 1					
	t	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Providing employees with opportunity to lead by example which reinforce the idea that there accomplishment is, in fact exemplary.	36.978	94	.000	2.80000	2.6497	2.9503

When testing using one sample test, the study revealed that 95% Confidence Interval of the Difference <2.6497, >2.9503 is good enough in providing employees with opportunity to lead by example which reinforce the idea that there accomplishment is, in fact exemplary and this implies that motivation plays a significant role in staff performance in public hospitals.

Table 4.17: Correlations

		Motivation	Performance
Motivation	Pearson		
	Correlation	1	.238*
	Sig. (2-tailed)		.020
	N	95	95
Staff Performance	Pearson		
	Correlation	.238*	1
	Sig. (2-tailed)	.020	
	N	95	95

*. Correlation is significant at the 0.05 level (2-tailed).

The results of the correlation analysis implied that there was a significant relationship between motivation and staff performance at JRH. The analysis summarized above clearly indicates that there is link between motivation and staff performance. This implies that most staff at Jinja referral hospitals have performed to their best because employers provided employees with opportunity to lead by example which reinforce the idea that their accomplishment is, in fact exemplary. So employees expressed freedom of self-expression and openness and the end of it all it led to organisational efficiency and effectiveness in terms of human resource working there.

CHAPTER FIVE

HOW JINJA REFERRAL HOSPITAL (JRH) ENSURES THAT THE RESOURCES AND TOOLS TO ENHANCE STAFF PERFORMANCE ARE PROVIDED

Introduction

This chapter is a presentation and analysis of the study findings on objective two which sought to examine how Jinja Referral Hospital (JRH) ensures resources and tools to enhance staff performance are provided. In order to verify this objective descriptive statistics was used. Respondents were asked several questions regard to the second objective and results were presented, analyzed and interpreted as shown below.

Office space is a room or rooms in a building that provide a suitable environment for office operations.

Ensures improved employee engagement

The study collected information whether Jinja referral hospital ensures improved employee engagement and the responses computed and presented in the table 5.1 below.

Table 5.1: Ensures improved employee engagement

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	9	9.5	9.5	9.5
Disagree	31	32.6	32.6	42.1
Not sure	2	2.1	2.1	44.2
Agree	39	41.1	41.1	85.3
Strongly agree	14	14.7	14.7	100.0
Total	95	100.0	100.0	

Source: Primary data 2018

Results from the above table 5.1 show that 9(9.5%) of the respondents strongly disagreed with the statement that there exists improved employee engagement at Jinja Referral Hospital, 31(32.6%) of the respondents disagreed, 2(2.1%) are not sure, 39(41.1%) agreed and 14(14.7%) of the respondents strongly agreed to this aspect. Results shown above imply that 53(55.8%) of the total respondents generally agreed that there exists ensuring improved employee engagement at Jinja referral hospital.

Increase in productivity and profitability levels

The Jinja referral hospital staff performance and evaluation report (2014) discovered that some employees increasing productivity and profitability levels as presented in the table 5.2 below.

Table 5.2: Increase in productivity and profitability levels

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	13	13.7	13.7	13.7
Disagree	33	34.7	34.7	48.4
Not sure	2	2.1	2.1	50.5
Agree	33	34.7	34.7	85.3
Strongly agree	14	14.7	14.7	100.0
Total	95	100.0	100.0	

Source: Primary data 2018

Results from the above table 5.2 show that 13(13.7%) of the respondents strongly disagreed that there exists increase in productivity and profitability levels at Jinja referral Hospital, 33(34.7%) of the respondents disagreed, 2(2.1%) are not sure, 33(34.7%) agreed and 14(14.7%) of the respondents strongly agreed to this aspect. Results shown above imply that 47 (49.4%) of the total respondents generally agreed that there exists Increase in productivity and profitability levels at Jinja referral hospital. This is an indicator that there exists an increase in productivity and profitability levels of staff at JRH.

Praising of their employees often without making it sound contrived

The study further sought responses from the respondents to establish whether praising of their employees often without making it sound contrived and the results presented in table 5.3 below.

Table 5.3: Praising of their employees often without making it sound contrived

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	9	9.5	9.5	9.5
Disagree	18	18.9	18.9	28.4
Not sure	17	17.9	17.9	46.3
Valid Agree	40	42.1	42.1	88.4
Strongly agree	11	11.6	11.6	100.0
Total	95	100.0	100.0	

Source: Primary data 2018

Results from the above table 5.3 show that 9(9.5%) of the respondents strongly disagreed that management does not Praise their employees often without making it sound contrived at public hospitals, 18(18.9%) of the respondents disagreed, 17(17.9%) are not sure, 40(42.1%) agreed and 11(11.6%) of the respondents strongly agreed to this aspect. Results shown above imply that 51(53.7%) of the total respondents generally agreed.

“From the interview it was revealed that JRH management does Praise their employees often without making it sound contrived that is during their departmental meetings”.

Encourages employees to speak up

In the process of encouraging employees to speak up, they are motivated and this implies that the views for staff are respected as presented in the table 5.4 below.

Table 5.4: Encourages employees to speak up

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	9	9.5	9.5	9.5
Disagree	12	12.6	12.6	22.1
Not sure	3	3.2	3.2	25.3
Valid Agree	61	64.2	64.2	89.5
Strongly agree	10	10.5	10.5	100.0
Total	95	100.0	100.0	

Source: Primary data 2018

Results from the above table 5.4 show that 9(9.5%) of the respondents strongly disagreed that management does encourage employees to speak up at Jinja referral hospital, 12(12.6%) of the respondents disagreed, 3(3.2%) are not sure, 61(64.2%) agreed and 10(10.5%) of the respondents strongly agreed to this aspect. Results shown above imply that 71(74.7%) of the total respondents generally agreed.

“During the interview, respondents revealed that management does encourage employees to speak up that are during their departmental meetings. Hence this does motivate medical staff”.

Helps the employees to get to know each other better

In helping the employees to get to know each other better, this helps in career development and improves employee's working life. The study collected information whether Jinja referral hospital, helps the employees to get to know each other better and the results presented in table 5.5 below.

Table 5.5: Helps the employees to get to know each other better

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	4	4.2	4.2	4.2
Disagree	24	25.3	25.3	29.5
Not sure	5	5.3	5.3	34.7
Valid Agree	51	53.7	53.7	88.4
Strongly agree	11	11.6	11.6	100.0
Total	95	100.0	100.0	

Source: Primary data 2018

Results from the above table 5.5 show that 4(4.2%) of the respondents strongly disagreed that management does help the employees to get to know each other better at Jinja referral hospital, 24(25.3%) of the respondents disagreed, 5(5.3%) are not sure, 51(53.7%) agreed and 11(11.6%) of the respondents strongly agreed to this aspect. Results shown above imply that 71(74.7%) of the total respondents generally agreed.

“From the interview it was revealed that JRH management organizes annual festivals and monthly meeting, through this employees get to know each other better”.

This implies that by employees getting to know each other better motivate staff of JRH.

Rewards employees for a job well done

The study collected information whether Jinja referral hospital ensures that it rewards employees for a job well done and the results presented in table 5.6 below.

Table 5.6: Rewards employees for a job well done

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	9	9.5	9.5	9.5
Disagree	24	25.3	25.3	34.7
Not sure	7	7.4	7.4	42.1
Valid Agree	41	43.2	43.2	85.3
Strongly agree	14	14.7	14.7	100.0
Total	95	100.0	100.0	

Source: Primary data 2018

Results from the above table 4.21 show that 9(9.5%) of the respondents strongly disagreed that management does reward employees for a job well done at JRH, 24(25.3%) of the respondents disagreed, 7(7.4%) are not sure, 14(14.7%) agreed and 11(11.6%) of the respondents strongly agreed to this aspect. Results shown above imply that 55(57.9%) of the total respondents generally agreed.

“During the interview, respondents revealed that JRH management rewards employees for a job well done when they organize annual festivals, by giving them gifts and also a proper send off during the time of retirement”.

Focuses on collaboration and working together

The study collected information whether Jinja referral hospital focuses on collaboration and working together of staffs usually and the results are presented in table 5.7 below.

Table 5.7: Focuses on collaboration & working together

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	2	2.1	2.1	2.1
Disagree	16	16.8	16.8	18.9
Not sure	8	8.4	8.4	27.4
Valid Agree	51	53.7	53.7	81.1
Strongly agree	18	18.9	18.9	100.0
Total	95	100.0	100.0	

Source: Primary data 2018

Results from the above table 5.7 show that 2(2.1%) of the respondents strongly disagreed that management does focus on collaboration and working together done at public hospitals, 16(16.8%) of the respondents disagreed, 8(8.4%) are not sure, 51(53.7%) agreed and 18(18.9%) of the respondents strongly agreed to this aspect. Results shown above imply that 69(72.6%) of the total respondents generally agreed.

“From the interview it was revealed that JRH management focuses on collaboration and working together of staff because it through this that Jinja referral hospital can achieve its objective as a team and this motivates staff”.

Encourages positive health & wellness

Information was collected from the respondents asked as to whether management encourages positive health and wellness and the results obtained presented in table 5.8 below.

Table 5.8: Encourages positive health & wellness.

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	2	2.1	2.1	2.1
Disagree	13	13.7	13.7	15.8
Not sure	6	6.3	6.3	22.1
Valid Agree	64	67.4	67.4	89.5
Strongly agree	10	10.5	10.5	100.0
Total	95	100.0	100.0	

Source: Primary data 2018

Results from the above table 5.8 show that 2(2.1%) of the respondents strongly disagreed that management does encourage positive health and wellness at public hospitals, 13(13.7%) of the respondents disagreed, 6(6.3%) are not sure, 64(67.4%) agreed and 10(10.5%) of the respondents strongly agreed to this aspect. Results shown above imply that 74(78%) of the total respondents generally agreed.

“During the interview, respondents revealed that management of JRH encourages positive health and wellness because it through this that Jinja referral hospital”.

Clarifies goals and responsibilities

The respondents revealed that management clarifies goals and responsibilities through its objectives. This enables the supervisor to justify the validity of staff performance of a particular department and the results obtained presented in table 5.9 below.

Table 5.9: Clarifies goals and responsibilities

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	9	9.5	9.5	9.5
Disagree	18	18.9	18.9	28.4
Not sure	1	1.1	1.1	29.5
Agree	58	61.1	61.1	90.5
Strongly agree	9	9.5	9.5	100.0
Total	95	100.0	100.0	

Source: Primary data 2018

Results from the above table show that 9(9.5%) of the respondents strongly disagreed that management does clarify goals and responsibilities at Jinja Referral Hospitals, 18(18.9%) of the respondents disagreed, 1(1.1%) are not sure, 58(61.1%) agreed and 9(9.5%) of the respondents strongly agreed to this aspect. Results shown above imply that 64(70.6%) of the total respondents generally agreed.

“From the interview it was revealed that JRH management clarifies goals and responsibilities through its mission. This indicates that by management clarifying its goals and responsibilities this motivates staff”.

Gives employees the flexibility they need

The respondents revealed that management does not give employees the flexibility they need and the results obtained presented in table 5.10 below

Table 5.10: Gives employees the flexibility they need

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	15	15.8	15.8	15.8
Disagree	35	36.8	36.8	52.6
Not sure	8	8.4	8.4	61.1
Agree	32	33.7	33.7	94.7
Strongly agree	5	5.3	5.3	100.0
Total	95	100.0	100.0	

Source: Primary data 2018

Results from the table 5.10 above show that 15(15.8%) of the respondents strongly disagreed that management does give employees the flexibility they need at public hospitals, 35(36.8%) of the respondents disagreed, 8(8.4%) are not sure, 32(33.7%) agreed and 5(5.3%) of the respondents strongly agreed to this aspect. Results shown above imply that 50(52.6%) of the total respondents generally disagreed.

“During the interview, respondents revealed that management does not give employees the flexibility they need at Jinja referral Hospital and this demotivates staff”.

Helps employees move forward in their career and education

By management helping employees move forward in their career and education moves employee closer to personal goals: Employees gain not only professional knowledge and skills during training, training also broads their choices on setting career targets and the results obtained presented in table 5.11 below.

Table 5.11: Helps employees move forward in their career and education

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	14	14.7	14.7	14.7
Disagree	23	24.2	24.2	38.9
Not sure	1	1.1	1.1	40.0
Valid Agree	55	57.9	57.9	97.9
Strongly agree	2	2.1	2.1	100.0
Total	95	100.0	100.0	

Source: Primary data 2018

Results from the above table 5.11 show that 14(14.7%) of the respondents strongly disagreed that management does help employees move forward in their career and education at public hospitals, 23(24.2%) of the respondents disagreed, 1(1.1%) are not sure, 55(57.9%) agreed and 2(2.1%) of the respondents strongly agreed to this aspect. Results shown above imply that 57(60%) of the total respondents generally agreed.

“During the interview, respondents revealed that management provides half of tuition for staff to forward in their career and education at the different levels medical career and this motivates staff”

Creates a unique office environment

The study collected information whether Jinja referral hospital ensures it creates a unique office environment and the results obtained presented in table 5.12 below

Table 5.12: Creates a unique office environment

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	7	7.4	7.4	7.4
Disagree	25	26.3	26.3	33.7
Valid Agree	57	60.0	60.0	93.7
Strongly agree	6	6.3	6.3	100.0
Total	95	100.0	100.0	

Source: Primary data 2018

Results from the above table 5.12 show that 7(7.4%) of the respondents strongly disagreed that management does create a unique office environment at public hospitals, 25(26.3%) of the respondents disagreed, 57(60%) agreed and 6(6.3%) of the respondents strongly agreed to this aspect. Results shown above imply that 63(66.3%) of the total respondents generally agreed. This implies staffs are motivated by management creating a unique office environment at JRH

Table 5.13: Encourages employee work in other departments on occasion

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	2	2.1	2.1	2.1
Disagree	36	37.9	37.9	40.0
Not sure	13	13.7	13.7	53.7
Valid Agree	35	36.8	36.8	90.5
Strongly agree	9	9.5	9.5	100.0
Total	95	100.0	100.0	

Source: Primary data 2018

Results from the above table 5.13 show that 2(2.1%) of the respondents strongly disagreed that management does encourage employee work in other departments on occasion at public hospitals, 36(37.9%) of the respondents disagreed, 13(13.7%) are not sure, 35(36.8%) agreed and 9(9.5%) of the respondents strongly agreed to this aspect. Results shown above imply that 38(46.3%) of the total respondents generally agreed. This implies that management encourages employee work in other departments on occasion and this motivates staff at JRH..

Allows time during the day for personal enrichment and development

The study collected information whether Jinja referral hospital allows time during the day for personal enrichment and development and the results obtained presented in table 5.14 below

Table 5.14: Allows time during the day for personal enrichment & development

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	10	10.5	10.5	10.5
Disagree	57	60.0	60.0	70.5
Not sure	11	11.6	11.6	82.1
Agree	16	16.8	16.8	98.9
Strongly agree	1	1.1	1.1	100.0
Total	95	100.0	100.0	

Source: Primary data 2018

Results from the above table 5.14 show that 10(10.5%) of the respondents strongly disagreed that management does allow time during the day for personal enrichment and development at public hospitals, 57(60%) of the respondents disagreed, 11(11.6%) are not sure, 16(16.8%) agreed and 1(1.1%) of the respondents strongly agreed to this aspect. Results shown above imply that 67(70.5%) of the total respondents generally disagreed.

“During the interview, the management of JRH revealed that it does not at any moment allow time during the day for personal enrichment and development because there is few medical staff at several medical departments”

Table 5.15: ANOVA

ANOVA

Encourages employees to speak up

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	19.627	4	4.907	4.330	.003
Within Groups	101.994	90	1.133		
Total	121.621	94			

The analysis-of-variance (ANOVA) table was used to test the equivalent hypothesis, the $F=4.330$, $p<0.005$ there is a linear relationship between independent variable (motivation) and dependent variable staff performance with 95% Confidence Interval of the Difference. The result indicates that there are various forms of motivation that Jinja referral hospital uses when motivating their staff in order to boost them for a continuous performance and hence solving problems that could have been as result of poor performance.

Table 5.16: Correlations

Correlations

		Encourages employees to speak up	Gives employees the flexibility they need
Encourages employees to speak up	Pearson Correlation	1	-.211*
	Sig. (2-tailed)		.040
	N	95	95
Gives employees the flexibility they need	Pearson Correlation	-.211*	1
	Sig. (2-tailed)	.040	
	N	95	95

*. Correlation is significant at the 0.05 level (2-tailed).

The results of the correlation analysis imply that there is a significant relationship between motivation and staff performance at Jinja referral hospital. The analysis summarized below clearly indicates that there is a link between motivation and staff performance. This implies that most staff at Jinja referral hospitals have performed to their best because they have been motivated by giving, encouraging employees to speak what they feel is not going the right way, by giving them annual fringe benefits, remuneration of salary.

CHAPTER SIX

HOW JINJA REFERRAL HOSPITAL ENSURES THAT ADEQUATE OFFICE SPACE IS PROVIDED FOR STAFF TO EXECUTE THEIR DUTIES AND OBLIGATIONS.

Introduction

This chapter is a presentation and analysis of the study findings on objective three which sought to examine how Jinja Referral Hospital (JRH) ensures that adequate office space is provided for staff in execute their duties and obligations. In order to verify this objective descriptive statics was used. Respondents were asked several questions regard to the first objective and results were presented, analyzed and interpreted as shown below.

Offices providing the right tools to improve productivity

The study collected information whether Jinja referral hospital ensure offices provide the right tools to improve productivity and the results obtained presented in table 6.1 below.

Table 6.1: Offices providing the right tools to improve productivity

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	7	7.4	7.4	7.4
Disagree	35	36.8	36.8	44.2
Not sure	1	1.1	1.1	45.3
Agree	48	50.5	50.5	95.8
Strongly agree	4	4.2	4.2	100.0
Total	95	100.0	100.0	

Source: Primary data 2018

Results from the table above 6.1 show that 7(7.4%) of the respondents strongly disagreed that management does offices providing the right tools to improve productivity at JRH, 35(36.8%) of the respondents disagreed, 1(1.1%) are not sure, 48(50.5%) agreed and 4(4.2%) of the respondents strongly agreed to this aspect. Results shown above imply that 52(54.7%) of the total respondents generally agreed. This implies that management providing the right tools to improve productivity motivates staff of JRH.

The use of space planners and design professionals

The study collected information whether Jinja referral hospital ensures the use of space planners and design professionals to plan for their work space and also improve it and the results obtained presented in table 6.2 below

Table 6.2: The use of space planners and design professionals

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	5	5.3	5.3	5.3
Disagree	21	22.1	22.1	27.4
Not sure	25	26.3	26.3	53.7
Agree	40	42.1	42.1	95.8
Strongly agree	4	4.2	4.2	100.0
Total	95	100.0	100.0	

Source: Primary data 2018

Results from the above table 6.2 show that 5(5.3%) of the respondents strongly disagreed that management does use of space planners and design professionals at JRH, 21(22.1%) of the

respondents disagreed, 25(26.3%) are not sure, 40(42.1%) agreed and 4(4.2%) of the respondents strongly agreed to this aspect. Results shown above imply that 44(46.3%) of the total respondents generally agreed. This indicates that space planners help management to plan for office space professionally.

Identifies all factors that space planners and design professionals must consider during the planning and design of office space.

The study collected information whether management of Jinja referral hospital Identifies all factors that space planners and design professionals must consider during the planning and design of office space and the results obtained presented in table 6.3 below

Table 6.3: Identifies all factors that space planners and design professionals must consider during the planning and design of office space

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	1	1.1	1.1	1.1
Disagree	31	32.6	32.6	33.7
Not sure	13	13.7	13.7	47.4
Agree	41	43.2	43.2	90.5
Strongly agree	9	9.5	9.5	100.0
Total	95	100.0	100.0	

Source: Primary data 2018

Results from the above table 6.3 show that 1(1.1%) of the respondents strongly disagreed that management does identify all factors that space planners and design professionals must

consider during the planning and design of office space offices at Jinja referral hospital, 31(32.6%) of the respondents disagreed, 13(13.7%) are not sure, 41(43.2%) agreed and 9(9.5%) of the respondents strongly agreed to this aspect. Results shown above imply that 50(52.7%) of the total respondents generally agreed. this indicates that management does identify all factors that space planners and design professionals must consider during the planning and design of office space offices.

Effective space planning methodologies to improve space by contributing towards the provision of the optimum working

For management of Jinja referral hospital to benefit from effective space planning methodologies to improve space by contributing towards the provision of the optimum working it has to use professionals work space planners. The study collected information and the results are presented in table 6.4 below

Table 6.4: Effective space planning methodologies to improve space by contributing towards the provision of the optimum working.

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	1	1.1	1.1	1.1
Disagree	31	32.6	32.6	33.7
Valid Not sure	11	11.6	11.6	45.3
Agree	52	54.7	54.7	100.0
Total	95	100.0	100.0	

Source: Primary data 2018

Results from the above table 6.4 show that 1(1.1%) of the respondents strongly disagreed that management does have effective space planning methodologies to improve space by contributing towards the provision of the optimum working at public hospitals, 31(32.6%) of the respondents disagreed, 11(11.6%) are not sure and 52(54.7%) of the respondents agreed to this aspect. Results shown above imply that 52(54.7%) of the total respondents generally agreed that their exist effective space planning methodologies to improve space by contributing towards the provision of the optimum working hence making it has proper method or procedure to continue with.

Improved technology facilitate accomplishment of work tasks

The study collected information whether Jinja referral hospital ensures improved technology facilitates accomplishment of work tasks and the results are presented in table 6.5 below.

Table 6.5: Improved technology facilitate accomplishment of work tasks

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	4	4.2	4.2	4.2
Disagree	23	24.2	24.2	28.4
Not sure	10	10.5	10.5	38.9
Agree	48	50.5	50.5	89.5
Strongly agree	10	10.5	10.5	100.0
Total	95	100.0	100.0	

Source: Primary data 2018

Results from the above table 6.5 show that 4(4.2%) of the respondents strongly disagreed that management has Improved technology facilitate accomplishment of work tasks at public hospitals, 23(24.2%) of the respondents disagreed, 10(10.5%) are not sure and 48(50.5%) of the respondents agreed to this aspect. Results shown above imply that 58(61%) of the total respondents generally agreed that their exists Improved technology facilitate accomplishment of work tasks.hence improving the different ways of communication and this motivates staff.

Use of innovative and creative ways of operating at the workplace

The study collected information whether Jinja referral hospital ensures use of innovative and creative ways of operating at the workplace and the results are presented in table 6.6 below.

Table 6.6: Use of innovative and creative ways of operating at the workplace

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	5	5.3	5.3	5.3
Disagree	38	40.0	40.0	45.3
Valid Agree	42	44.2	44.2	89.5
Strongly agree	10	10.5	10.5	100.0
Total	95	100.0	100.0	

Source: Primary data 2018

Results from the above table 6.6 show that 5(5.3%) of the respondents strongly disagreed that management does Use of innovative and creative ways of operating at the workplace at public hospitals, 38(40%) of the respondents disagreed, 42(44.2%) agreed, 10(10.5%) of the respondents agreed to this aspect. Results shown above imply that 52(54.7%) of the total

respondents generally agreed that, their existsthe Use of innovative and creative ways of operating at the workplace. This implies that this motivates staff of JRH

Addresses the need for promoting the practice of sustainable planning of the office workplace among design professional

The study collected information whether Jinja referral hospitaladdresses the need for promoting the practice of sustainable planning of the office workplace among design professionaland the results are presented in table 6.7 below.

Table 6.7: Addresses the need for promoting the practice of sustainable planning of the office workplace among design professional.

	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	30	31.6	31.6	31.6
Not sure	7	7.4	7.4	38.9
Valid Agree	53	55.8	55.8	94.7
Strongly agree	5	5.3	5.3	100.0
Total	95	100.0	100.0	

Source: Primary data 2018

Results from the table 6.7 above show that 30(31.6%) of the respondents disagreed thatmanagement addresses the need for promoting the practice of sustainable planning of the office workplace among design professional at JRH, 7(7.4%) not sure, 53(55.8%) agreed, 5(5.3%) of the respondents strongly agreed to this aspect. Results shown above imply that 58(61.1%) of the total respondents generally agreed that management addresses the need for promoting the practice of sustainable planning of the office workplace among design

professional. This implies that by management addressing the need for promoting the practice of sustainable planning of the office workplace among design professional this motivates staff.

Ensures that the space planner is charged with the full responsibility of developing workplace layouts

The study collected information whether Jinja referral hospital ensures that the space planner is charged with the full responsibility of developing workplace layouts and the results are presented in table 6.8 below

Table 6.8: Ensures that the space planner is charged with the full responsibility of developing workplace layouts.

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	10	10.5	10.5	10.5
Disagree	19	20.0	20.0	30.5
Not sure	18	18.9	18.9	49.5
Valid Agree	39	41.1	41.1	90.5
Strongly agree	9	9.5	9.5	100.0
Total	95	100.0	100.0	

Source: Primary data 2018

Results from the above table 6.8 show that 10(10.5%) of the respondents strongly disagreed that management ensures that the space planner is charged with the full responsibility of developing workplace layouts at JRH, 19(20%) of the respondents disagreed, 18(18.5) not sure, 39(41.1%) agreed, 9(9.5%) of the respondents agreed to this aspect. Results shown above imply

that 48(50.6%) of the total respondents generally agreed that management ensures that the space planner is charged with the full responsibility of developing workplace layouts hence through the use of work space planners they ensure efficient work space for staff to execute their duties as required. This implies that by management ensuring that the space planners are charged with the full responsibility of developing workplace layouts this motivates them to work efficiently and effectively and this motivates them to work better.

Development and implementation of workplace area standards

The study collected information whether Jinja referral hospital ensures development and implementation of workplace area standards and the results are presented in table 6.9 below

Table 6.9: Development and implementation of workplace area standards

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	14	14.7	14.7	14.7
Disagree	26	27.4	27.4	42.1
Not sure	4	4.2	4.2	46.3
Valid Agree	45	47.4	47.4	93.7
Strongly agree	6	6.3	6.3	100.0
Total	95	100.0	100.0	

Source: Primary data 2018

Results from the table 6.10 above show that 14(14.7%) of the respondents strongly disagreed that management ensures development and implementation of workplace area standards at JRH, 26(27.4%) of the respondents disagreed, 4(4.2) not sure, 45(47.4%) agreed, 6(6.3%) of the

respondents agreed to this aspect. Results shown above imply that 51(53.7%) of the total respondents generally agreed that management ensures development and implementation of workplace area standards. this indicates that management does encourage development and implementation of workplace area standards

Accurate definition of user requirements

The study collected information whether Jinja referral hospital ensures accurate definition of user requirements and the results are presented in table 6.10 below

Table 6.10: Accurate definition of user requirements

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	4	4.2	4.2	4.2
Disagree	31	32.6	32.6	36.8
Not sure	3	3.2	3.2	40.0
Valid Agree	47	49.5	49.5	89.5
Strongly agree	10	10.5	10.5	100.0
Total	95	100.0	100.0	

Source: Primary data 2018

Results from the above table 6.11 show that 4(4.2%) of the respondents strongly disagreed that management ensures accurate definition of user requirements at public hospitals, 31(32.6%) of the respondents disagreed, 3(3.2) not sure, 47(49.5%) agreed, 10(10.5%) of the respondents agreed to this aspect. Results shown above imply that 57(60%) of the total respondents generally

agreed that management ensures accurate definition of user requirements. This indicates that management does provide accurate definition of user requirements and this motivates staff.

Specification of common facilities

The study collected information whether Jinja referral hospital ensures specification of common facilities that are being up to use so that they can easily be put to use, also for proper maintenance and the results are presented in table 6.11 below

Table 6.11: Specification of common facilities

	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	17	17.9	17.9	17.9
Not sure	1	1.1	1.1	18.9
Valid Agree	71	74.7	74.7	93.7
Strongly agree	6	6.3	6.3	100.0
Total	95	100.0	100.0	

Source: Primary data 2018

Results from the above table 6.11 show that 4(4.2%) of the respondents strongly disagreed that management ensures accurate definition of user requirements at JRH, 31(32.6%) of the respondents disagreed, 3(3.2) not sure, 47(49.5%) agreed, 10(10.5%) of the respondents agreed to this aspect. Results shown above imply that 57(60%) of the total respondents generally agreed that management ensures accurate definition of user requirements. This indicates that management does Specification of common facilities and this motivates staff

Anticipation of change in the organization

The study collected information whether Jinja referral hospital ensures anticipation of change in the organization and the results are presented in table 6.12 below

Table 6.12: Anticipation of change in the organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	1	1.1	1.1	1.1
Disagree	28	29.5	29.5	30.5
Not sure	9	9.5	9.5	40.0
Valid Agree	55	57.9	57.9	97.9
Strongly agree	2	2.1	2.1	100.0
Total	95	100.0	100.0	

Source: Primary data 2018

Results from the above table 6.12 show that 1(1.1%) of the respondents strongly disagreed that there exists anticipation of change in the organization at JRH, 28(29.5%) of the respondents disagreed, 9(9.5%) not sure, 55(57.9%) agreed, 2(2.1%) of the respondents strongly agreed to this aspect. Results shown above imply that 57(59.7%) of the total respondents generally agreed that there exists anticipation of change in the organization. This indicates that there exists anticipation of change in the organization at JRH.

Adequate budget allocation for office workspace programming

The study collected information whether Jinja referral hospital ensures adequate budget allocation for office workspace programming and the results are presented in table 6.13 below

Table 6.13: Adequate budget allocation for office workspace programming

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	27	28.4	28.4	28.4
Disagree	34	35.8	35.8	64.2
Not sure	14	14.7	14.7	78.9
Agree	18	18.9	18.9	97.9
Strongly agree	2	2.1	2.1	100.0
Total	95	100.0	100.0	

Source: Primary data 2018

Results from the above table 6.13 show that 27(28.4%) of the respondents strongly disagreed that management ensures adequate budget allocation for office workspace programming at JRH, 34(35.8%) of the respondents disagreed, 14(14.7) not sure, 18(18.9%) agreed, 2(2.1%) of the respondents strongly agreed to this aspect. Results shown above imply that 61(62.2%) of the total respondents generally disagreed that management ensures adequate budget allocation for office workspace programming. This implies that there is need to review the way budgets are made so to properly apportion finances for the organisation so as to have adequate budget allocation for office workspace programming at JRH.

Table 6.14: ANOVA

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	21.812	4	5.453	5.908	.000
Within Groups	83.073	90	.923		
Total	104.884	94			

The analysis-of-variance (ANOVA) table was used to test the equivalent hypothesis, the $F=5.453$, $p<0.005$ there is a linear relationship between variables on how Jinja Referral Hospital ensures that adequate office space for staff to execute their duties and obligations with 95% Confidence Interval of the Difference. The result indicates that if office space is availed the execution of duties will be done ease.

Table 6.15: Correlations

		Identifies all factors that space planners and design professionals must consider during the planning and design of office space	Development and implementation of workplace area standards
Identifies all factors that space planners and design professionals must consider during the planning and design of office space	Pearson Correlation Sig. (2-tailed) N	1 95	.272** .008 95
Development and implementation of workplace area standards	Pearson Correlation Sig. (2-tailed) N	.272** .008 95	1 95

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

Results of the correlation revealed that there is a significant and positive relationship between how Jinja referral hospital office space and staff in executing their duties and obligations using Pearson correlation($r=0.872$, $p<0.005$). The analysis is summarized in table 5.12. This implies that if there adequate office space then there are high chances that employees will execute their work so well.

CHAPTER SEVEN

CONSOLIDATING MOTIVATION AND STAFF PERFORMANCE AT JRH

7.0 Introduction

This chapter is towards the harmonizing the role of motivation in staff performance of JRH in public hospitals. Implications are derived from the findings discussed in the previous chapters as per the study objectives and the research questions. Thus given the finds of this research it is vital that management of JRH focus on a number of aspects discussed here below.

7.1 ways howqualified staffs are rewardedwith attractive remuneration by JRH to improve staff performance.

According to Prendergast notes (1999), where a worker is paid a fixed salary in a given period “despite the fact that there is no immediate relation between pay and performance, he is likely to have incentives to exert effort because good performance will improve future contracts. Such reputational concerns imply that effort exertion can occur without explicit pay-for-performance contracts.” In long-term salary contracts, the benefits of good performance may come in the form of deferred payments or benefits.

The study revealed that providing employees with opportunity to lead by example since they are qualified they influence the performance of other individuals they supervise, hencemaking it easy to reinforceideas when up across to the subordinates and accomplishment is easily achieved. Armstrong.M.&Murlis.H. (2004)who stated that enthusiasm is something that must come from within each employee. However, what inspires one individual may not work for someone else your challenge is to create an overall “winning work environment” and encourage employees to believe in it.

The study found out that members at JRH are given the opportunity to make their own decisions through making their own judgment when given tasks to perform through this employee are motivated. This is important because bring about open mind of a staff leading to improve performance. According to Klitgaard (2014) building employee self-esteem is through given the opportunity to make their own decisions and own judgment hence acquires new skills, increasing their contribution and this contributes to performance.

It was also found out that trying to throw a small break room celebration every few weeks. For staff this would motivate them as assign a appreciation by management and this is done at departmental level. It is important because this contributes to good team building starting from departmental level.

The study further found out that through appreciating employees annually by giving them end of year packages this motivated them because through this they felt appreciate for every task accomplished for the year JRH should not wait until the end of year to appreciate its staff it should do it quarterly this boost their performance.

It was also found out that defining what is meant as success by management and specification of which kind of reward is given this has influenced hard work among staff because through this staff are motivated. JRH should ensure to carry out an audit from time to time on what it means as success because times change daily and its standards on what they define as success as to be maintained up-to-date .

Findings indicated that by a simple thank you told to the staff he or she gets motivated because one sees that his or her output was recognised and appreciated. According to Armstrong and Murlis (2015) be your workers biggest cheerleader by providing immediate rewards for a job

well done. Something as simple as a mass email acknowledging a worker's recent accomplishment goes a long way toward showing that they are a valued member of the team.

JRH should ensure thanking regularly the hardworking staff so as to motivate others to work hard too.

7.2 Assess how JRH ensures that the resources and tools to enhance staff performance are provided.

The study found out that through the improved employee engagement, staff feels competent as a result of their views and ideas being recognised and being involved decision making. This is important because it motivates the employees

It was found out that institution provides conducive environment for its employee which encourages them to speak up, when they have are faced with any challenges while performing their duties. The environment in the hospital should be friendly in order to get out the best from the staff.

The findings also indicated that management Helps the employees to get to know each other better , this is through the monthly department meeting and small social gathering organized when one of the staff is being sent off while she or she has retired from public service. This motivates the employees. According to Bouckaert and Halligan (2008) allowing occasional breaks can actually make them much more productive, and it's even better when the boss is the one who encourages those breaks. Therefore, if your business has just a few employees, occasionally take everyone out for quick lunches and other outings. If you have too many employees to do that, consider having a catered buffet or barbeque on site once or twice a year and encouraging employees to stay and chat with coworkers and bosses. These occasions allow

workers to get to know each other, which helps them collaborate more effectively and makes them feel more like a cohesive unit.

The study revealed that through collaboration and working together of staff it encourages team work between the members of the same department and also staff from different department, this also helps for work to be easily done when one needs assistance or a hand from a different department hence the target of the institution is achieved and this boosts the performance of staff. This motivates the staff.

The study found out that by JRH clarifying its goals and responsibilities to its employee, this enables management to know what drives and motivates the employee to perform task as required while the management interests are being well achieved. According to Stajkovic and Luthans (2013) it is necessary that the employers should set realistic targets as per employee's capability. This will help the employees to complete their work well on time and exhibit greater productivity. Certainly, it is necessary for the employers to be exceptionally clear about the targets that have been set. In this regard, they can also offer needed guidelines to make things more understandable. This encourages management to always put forward a clear vision so as to achieve the best from its staff.

The finding also indicated that JRH does not give employees the flexibility they need, so as to allow them to work when they are most likely to be productive and this demotivates staff because they see it as being unfair.

The findings also indicated that management helps employees move forward in their career and education through this management together with their employees are able to find out about their abilities, skills and strengths and also identify the areas where specific professionals face

difficulties when working as a team. According to Murphy (2014) the learning procedure for an individual never ends, which mandates for the constant learning programs to be developed. Likewise, every employer should keep a track of the latest technical developments in their business favor and organise training sessions in connection with that. It is essential to hire professional and well qualified trainer, who can guide on various prospects associated with newer technologies. This will enable the employees to stay abreast of the efficient workflow procedures and adopt them on requirement. Also, it is essential for the employers to assist employees in gaining knowledge regarding their profession for improvising on efficiency.

This motivates both staff and management because it influence on how to make use of unique skills hence affecting performance in a good way.

7.3 ways how JRH ensures that adequate office space for staff to execute their duties and obligations

The study found out that offices providing the right tools to improve productivity should keep only supplies and gadgets staff need on a daily basis that are effective and efficient .These items needed by staff to use most times should be within reach from the management in charge . this gives employees sense of productivity.

The study also found out that use of space planners and design professionals is vital to this institution and they are being used efficiently. This has contributed to the proper allocation of offices for the senior administrator in a proper way with the right gadgets

The finding also indicated that management Identifies all factors that space planners and design professionals must consider during the planning and design of office space so as to the right specification for a particular area .

The study also indicated through improved technology this has facilitated accomplishment of work tasks by having updated IT infrastructure; this has lead to various tasks to be automated. Chances are that some of the busy work that's currently being handled by staff could be accomplished more quickly, efficiently and accurately by computer software. According to Furnham. A. (2004) if you haven't updated your IT infrastructure in a while, you are probably missing out on many great ways to automate various tasks. Chances are that some of the busy work that's currently being handled by your personnel could be accomplished more quickly, efficiently and accurately by computer software. For instance, programs like Trello and Asana can make it easier for your staff to collaborate on projects. Dragon NaturallySpeaking can let you and your employees dictate memos and reports and email - and even send the email - all without typing. And programs like Hootsuit and Buffer make it easier to organize and manage social media participation. Depending on the nature of your business, the size of it, and your budget, chances are you can find dozens of programs and apps that could increase your employees' productivity. This is important because it has motivated staff.

It was further found out that management also ensures that the space planner is charged with the full responsibility of developing workplace layouts so as to giver proper accountability for the interface at the look of a particular working environment.

It was also found out that through development and implementation of workplace area standards these have to be maintained in order bring out the theme of what the institution says it is and what it does

Findings also revealed that there is need for accurate definition of user requirements and specification of common facilities for proper handling and maintenance of the equipments that have been put in place

The study also indicated that there is need for adequate budget allocation for office workspace programming for unique up to date working environment being planned for by space planners and design professionals who help in the purchase of the proper equipment the fit in a particular working area.

CHAPTER EIGHT

SUMMARY CONCLUSION AND RECOMMENDATIONS

8.0 Introduction

This chapter presents the summary and conclusion

8.1 Summary

This study was about motivation and staff performance in public hospital in Uganda. It focused on JRH. The study aimed at examining motivation and staff performance in hospitals basing on the public hospital in Uganda.

Examine how qualified staffs are rewarded with attractive remuneration by JRH.

It was found out that qualified staffs are rewarded with attractive remuneration according to their level of education and the positions that they hold in the institution according to the different tasks that they perform varying from one department to another. Management does contribute for their staff to move forward their career and education through this at the end of the accomplishment to the education ones his salary on increased and together responsibility their bonuses give and this contributes too , to the confidence of staff about job skills as medical personal and capabilities. According to Prendergast notes (1999), where a worker is paid a fixed salary in a given period “despite the fact that there is no immediate relation between pay and performance, he is likely to have incentives to exert effort because good performance will improve future contracts. Such reputational concerns imply that effort exertion can occur without explicit pay-for-performance contracts.” In long-term salary contracts, the benefits of good performance may come in the form of deferred payments or benefits.

Assess how JRH ensures resources and tools to enhance staff performance are provided.

It was found out that a through proper support given to the human resource as a resource to the institution it is able to achieve much and the targets as an institution are easily met leading to creating a good team spirit by the organisation itself also investing in its human resource through providing training for staff. JRH respects its staff looks forward to supply such as materials or equipment to its staff when they need them and they have the capacity to afford it so as to offer better services to its clients and at times they take time to equip its staff with knowledge through conferences according to each department area of specialty so as to add value to them as they do their work.

Examine how JRH ensures that adequate office space is provided for staff to execute their duties and obligation.

It was found out that JRH recognizes that those as an institution their staff need adequate office space in order for to execute their duties and obligation as required. JRH management understands that their facilities or office space need a professional hand from the space planner this involves finance that has to be included in budget for the organisation. In the planning for the office space this involve staff, management and the space planners as professional and a decision is made of which kind of equipments are need according to the available space of operation

8.2 Conclusions

The conclusion to the study will be based on study objectives

Examining how Jinja Referral Hospital ensures that qualified staff are rewarded with attractive remuneration

On the ways in which attractive remuneration can influence staff to perform , it was found out that the organisation can achieve best from staff performance through staff being motivated by being well remunerated that is equal to their output ,Bandieraet (2013) noted that the role managerial performance bonuses can play in improving staff productivity, an effect that comes via managers focusing their efforts on the most able staff and in recruiting and retaining better staff and determining if employees are motivated and engaged is the first step to creating a winning work environment. It is from such that staff feels they are appreciated by the organisation. this has a close relationship what Armstrong (2001) noted that people are motivated when they expect that the course of action is likely to lead to the attainment of a goal and a valued reward –one that satisfies ones needs. One of the critical questionhow attractive remuneration can yield high level of performance by medical staff. Moreover, this problem is aggravated to measure staff performance. The research institute ltd (2005) points out that having attractive remuneration is vital in the influence of staff performance and job satisfaction.

Examining how Jinja Referral Hospital ensures resources and tools to enhance staff performance are provided

On the ways of ensuring resources and tools to hence staff performance are provided .it was found out that Jinja Referral Hospital management has a milestone to provide its staff with resource and tools in order for them to perform and they are motivated to work as required according to the organisational standards .it was found out the hospital provides the resources

and tools so as make a conducive environment for the medical staff because most of their duties are up to having proper medical standards displayed by staff. Murphy (2013) founded out through empowering of the staff as a resource this improve performance through organizing the learning procedure for individual's for its benefit because learning never ends, which mandates management to organise for constant learning programs to be developed.

Examining how Jinja Referral Hospital ensures that adequate office for staff to execute their duties and obligations.

On the ways in which Jinja Referral Hospital ensures that medical staff have adequate office space to execute their duties and obligation According to Furnham (2015)who noted that management must evaluate their office space based on operation as in executing duties and obligations of the organisation and also the National Association of Professional Organizers (NAPO) emphasized is get rid of the unnecessary stuff taking up your valuable office space and so doing this will help in systematically executing their duties and obligations.

Recommendations

On the basis of the findings of the study and the purpose of achieving the stated objectives, the following recommendations are made to improve staff performance in JRH.

The study recommended that management of Jinja Referral Hospital should as a matter of fact find the different ways of how to appreciate their staff as a way of boosting staff performance and maintain the appropriate working standard as per the medical standards .

Secondly, the study recommended that management of Jinja Referral Hospital should define success as to, its mission as an organisation and should take it as its mandate so as to achieve its objectives and set standards as a public hospital.

Thirdly the study recommended that management of Jinja Referral Hospital should establish a Human resource Unit to take full control of the training of the medical personnel at whatever level they are , when time comes for them to advance from the current level of academics they are

It is very important to evaluate the different motivation tools that are put in place .by management of Jinja referral Hospital in order to enhance staff performance so as to increase and improve the productivity of medical personnel at the different department of operation or duty.

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APPENDICES

APPENDIXI: BUDGET ESTIMATE

ITEM	UNITS	UNITCOST	AMOUNT
Stationery	5	11,000	55,000
Transport	5 trips	10,000	50,000
Binding	6 books	20000	120,000
Data analysis			300,000
Miscellaneous			200,000
Total			725,000

APPENDIX II: WORK PLAN

ACTIVITY	Feb 2018	Mar 2018	Apr 2018	May 2018	Jun 2018	July 2018	Aug 2018	Sept 2018
Topic identification								
Literature research								
Proposal writing and								
Data analysis								
Preparing project report and								
Printing draft report								
Final report printing								
Hard cover binding of research report								
Submitting in the final year project report and software								

APPENDIX III: A QUESTIONNAIRE

Dear Sir/Madam,

I’m AbukoScholastica a student of Nkumba University, pursuing a ofMaster’sDegree in business administration.

I’m collecting information basing on motivation and staff performance in public hospitals in Uganda. A case study in Jinja referral hospital.

The study is purely for academic purpose and all the information given will be treated with utmost confidentiality.

Therefore I humbly request you to spare some time and answer the following questions.

Instructions: you are required to circle the correct coding category where applicable.

SECTION A: BACKGROUND INFORMATION.

No	Statement	Coding category	
1	Sex of the respondents	Female..... Male	1 2
2	Education level of the respondent	Certificate..... Diploma..... Degree..... Postgraduate.....	1 2 3 4
3	Age of the respondent	20-29..... 30-39..... 40 – 49	1 2 3 4
4	Marital status	Single..... Married.....	1 2
5	Department of work	Procurement Accounting Human resource..... Stores..... Others (specify)_____	1 2 3 4 5 6 7 9 10

Dear respondents, you are kindly requested to respond to each item in subsequent sections (C-D) using the following likert scale by ticking the appropriate option.

SA= Strongly Agree	A = Agree	NS= Not sure	D = Disagree	SD = Strongly Disagree.
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SECTION C: HOW DOES JRH ENSURES QUALIFIED STAFF ARE REWARDED WITH ATTRACTIVE REMUNERATION.

		SD	D	NS	A	SA
1.	Providing employees with opportunity to lead by example which reinforce the idea that there accomplishment is, in fact exemplary.					
2.	Selecting employees to take the lead on important tasks or giving them the ability to make their own judgment calls without your involvement shows them that you believe them that they are upto the task					
3.	Rewarding every employee at once which adds a new level of interest to routine tasks and in turn boost their engagement.					
4.	Try to throw a small break room celebration every few weeks					
5.	Employee recognition serve to incentives					
6.	Defining success that you want to reward					
7.	Employee recognition serve to incentives					
8.	Inclusiveness i.e rewarding employers according to the stated criteria					
9.	. Under performers and incentives					
10.	Simple thank you					

11. How does JRH ensure that qualified staff are reward with attractive remuneration?

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SECTION C: HOW JRH ENSURES RESOURCES AND TOOLS TO ENHANCE STAFF PERFORMANCE ARE PROVIDED

		SD	D	NS	A	SA
1.	Ensures improved employee engagement					
2.	Increase in productivity and profitability levels					
3.	Praising of their employees often without making it sound contrived					
4.	Encourages employees to speak up					
5.	Helps the employees to get to know each other better					
6.	Rewards employees for a job well done					
7.	Focuses on collaboration & working together					
8.	Encourages positive health & wellness					
9.	Clarifies goals and responsibilities					
10.	Gives employees the flexibility they need					
11.	Helps employees move forward in their career and education					
12.	Creates a unique office environment					
13.	Encourages employee work in other departments on occasion					
14.	Allows time during the day for personal enrichment & development					
15.						
16.						

15 How does JRH ensure resources and tools to enhance staff performance are provided?

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SECTION C: ADQUATE OFFICE SPACE IS PROVIDED FOR STAFF TO EXECUTE THEIR DUTIES AND OBLIGATIONS

		SD	D	NS	A	SA
1.	Offices providing the right tools to improve productivity					
2.	The use of space planners and design professionals					
3.	Identifies all factors that space planners and design professionals must consider during the planning and design of office space,					
4.	Effective space planning methodologies to improve space by contributing towards the provision of the optimum working.					
5.	Improved technology facilitate accomplishment of work tasks					
6.	Use of innovative and creative ways of operating at the workplace					
7.	Addresses the need for promoting the practice of sustainable planning of the office workplace among design professional					
8.	Ensures that the space planner is charged with the full responsibility of developing workplace layouts					
9.	Development and implementation of workplace area standards					
10.	Accurate definition of user requirements					
11.	Specification of common facilities					
12.	Anticipation of change in the organization					
13.	Adequate budget allocation for office workspace programming					

How does JRH ensure that adequate office space is provided for staff to execute their duties and obligation's?

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Thanks for your cooperation

APPENDIX IV: INTERVIEW GUIDE

1. How does JRH ensure that qualified staff have attractive remuneration?
2. How does JRH ensure that the resources and tools to enhance staff performance are provided?
3. How does JRH ensure that adequate office space is provided for staff to execute their duties and obligation's?
4. How does JRH reward its employees for a job well done?
5. Does helping employees move forward in their career and education improve employee performance?
6. Does JRH provide its employees with tickets to sports and cultural events?
7. Does JRH provide donation in an employee's name to the charity
8. Does creating a competitive package to offer the employee improve employee performance?
9. How does JRH create flexible working hours for its employees?
10. How does JRH promote training and career progression?
11. How does JRH encourage employees to improve their communication abilities?
12. Does motivation help employees get to know each other better?
13. How does JRH encourage employee collaboration & working together?
14. Does an effective space planning methodology contribute towards the provision of the optimum working?
15. How does improved technology facilitate accomplishment of work tasks in JRH?
16. How does innovative and creative ways of operating improve the performance of the hospital?

17. How does addressing the need for promoting the practice of sustainable planning in workplace among design professionals improve the performance of the hospital?

Thanks for your cooperation