MOTIVATION AND EMPLOYEES' PERFORMANCE IN THE AVIATION INDUSTRY IN UGANDA. A CASE STUDY OF DAS HANDLING LTD, ENTEBBE

BY

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A DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS ADMINISTRATION IN PARTIAL FULFILMENT OF THE REQUIREMENT FOR THE AWARD OF THE MASTERS DEGREE IN BUSINESS ADMINISTRATION (MANAGEMENT) OF NKUMBA UNIVERSITY, ENTEBBE UGANDA

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DECLARATION

I Ssenyimba Livingstone, declare that this is my original work and has not been presented to any University for the award of degree and that the material that is not my original has been dually acknowledged**.**

Signed: …………………………………

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APPROVAL

This is to certify that this research dissertation entitled "Motivation and Employees' performance in the aviation industry in Uganda. A case study of DAS Handling Ltd, Entebbe has been conducted by Ssenyimba Livingstone under my supervision.

Signed: ………………………….

Date: …………………………

DR. REGIS ZOMBEIRE

(SUPERVISOR)

DEDICATION

This research dissertation is dedicated to my mother Juliet Abwooli and sister in law Kiiza Norah Rujumba .

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DEFINITION OF KEY TERMS

Motivation

Motivation is a management process that encourages employees to work better for the overall benefit of the organization, by providing them motives, which are based on their unfulfilled needs.

Employees in this study constitute the personals employed by DAS handling Ltd. These employees are responsible for the day to day administration and management of the affairs of DAS.

Performance can be explained as doing a task or function which requires that employees have a willing attitude, the ability, and the required knowledge and skills.

ABSTRACT

This study is about Motivation and Employee Performance of Aviation Industry in Uganda, with specific reference to Das Handling Limited located at Entebbe Airport. The study was guided by the following objectives:

1) To examine how Monetary rewards affect the employees' performance at Das Handling Limited.
2) To determine how the job design affects the employees' performance at Das Handling Limited.
3) To investigate how job training affects the employees' performance at Das Handling Limited.

The study used both a cross sectional and descriptive survey designs with both quantitative and qualitative research approaches. The study used a population of 104 with a sample size of 83, census and simple random sampling were used to select the sample. Interview guide and self-administered questionnaires were the main data collection instruments.

The study found out that, merit pay makes employees feel part of the organization, overtime payments encourage employees to be creative and paying employees commissions ensures employees engagement. The study further discovered that, the environment at DAS enables employees to accomplish, tasks, the job design at DAS encourages employee involvement, DAS environment enables employees to beat team targets and DAS gives employees an opportunity to use variety of their abilities in accomplishing. In addition, the study also found out that the organization provides the best conducive environment because most of the duties assigned to each employee are so sensitive and require high standard accomplishment. The study found out that, job training encourages employees to provide quality services, job training ensures responsibility and relationship building, job training promotes supervisor support and job training improves employees' confidence. The study also revealed that, employee does one kind of job week-in week-out, they always get de-motivated to carry on with their work more especially when the work is not very challenging.

The study concluded that, motivation affects employees' performance at DAS

The study recommended that, DAS should analyzing the work duties, tasks, and responsibilities that need to be accomplished by the employee before filling the position, this will clearly describe what an employee is supposed to do. And employees need to be rotated around the organization to meet new challenging tasks in order to keep their minds busy and feel like they are doing something for the organization. The study also came up areas of further study which include:

i. The impact of motivation on staff productivity in DAS handling services
ii. The effects of Motivation on staff turn over in aviation industry in Uganda

iii. Motivation and service delivery at DAS handling services

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This study dwells upon Motivation and Employees' Performance of Aviation Industry in Uganda. It is based on a case study of DAS Handling Limited located at Entebbe Airport. This chapter presents the background to the study, statement of the problem, purpose of the study, research objectives, research questions and study hypotheses. Further, this chapter outlines the scope of the study, significance, justification, and arrangement of the study.

1.1 Background to the Study

This study is about Motivation and Employee Performance of Aviation Industry in Uganda, with specific reference to Das Handling Limited located at Entebbe Airport. Motivation in the aviation industry is important because it requires inspiring a person at work place to intensify his/her desire and willingness to use his/ her potentialities to perform in order to achieve organizational objectives (Human Resource Manual 2010). Hence, Das Handling Limited is responsible for playing a critical role in the daily operations of airlines and aviation activities in general for the country. This can only be realized if the performance of the company employees is controlled and guided towards the achievement of set targets and standards. DAS has, over time, formulated policies, rules and regulations that guide the performance of its employees as enshrined in the administration manual of the company (2015), in accordance with DAS Vision, Mission and Values.

Performance is an evaluation of the results of a person's behaviour. It involves determining how well or poorly a person has accomplished a task or done a job. Motivation is only one factor among many that contributes to an employee's job performance. All thing being equal, one would expect a highly

motivated employee or employer would deliver high-quality service than those poorly motivated officer. All things however, are not always equal because so many factors affect performance – factors such as personality, the difficulty of the task, availability of resources and working conditions. To attain high levels of performance as an employee and manager, you must be sure that you and your employees have the ability, motivation and the resources to meet objectives. When performance is not at the standard level or above, you must determine which performance factor needs to be improved and improve it (Lussier, 2005).

Accordingly, the performance of employees is a concern for any organization because it determines whether the organization meets its targets and goals. Various resources are necessary for an organization to succeed and meet its targets, and this includes the human resource or employees (Shanks, 2012). However, skilled and talented employees may not achieve the desired results if they lack motivation and therefore, motivation is also considered an important value which is vital in the achievement of the organization's goals (Osei, 2011). Due to lack of motivation employees would not give their all to the organization as they will distribute their time to other non-work related activities such as long lunch hours, or surfing the internet for non-work related purposes (Shanks, 2012).

Employee performance entails the efficiency and effectiveness of employees in achieving organizational objectives, it can be evaluated by considering the level of absenteeism, quality of reports, timely communication, good working conditions and time of reporting for and leaving for duty. Therefore, it's important to note that after recruitment, most employees subsequently expect or demand for other benefits as compensation for their time and effort towards achievement of organizational goals apart from the standard wage or salary (Miles, 2004). If the

above benefits are not offered, it usually leads to various forms of dissatisfaction which may include; high absenteeism, constant grievances, high labor turnovers, strikes and as a result low performance of their due duties. (Abuja 1998).

In order to encourage performance, companies are now creating a strong and positive relationship with its employees and direct them towards task fulfillment (Albeiti, 2015). In order to achieve their goals and objectives, organizations develop strategies to compete in highly competitive markets and to increase their performance (Knapp & Mujtaba, 2010). Nevertheless, just a few organizations consider the human capital as being their main asset, capable of leading them to success or if not managed properly, to decline (Bartol & Martin, 1998). This implies that, if employees are not satisfied with their jobs and not motivated to fulfill their tasks and achieve their goals, the organization cannot attain success.

Motivation is the engine that drives human resources, and the factors that motivate (motivators) are specific to individuals. Motivation energizes behavior, gives direction and provides the impetus to persist, even in the face of challenges and problems (Grobler, Wärnich, Carrell, Elbert & Hatfield, 2011). Mol (2012) states that employees are only motivated to perform a task with dedication and commitment, if that task arouses a sense of pride regarding achievement. There are three motivators that give employees a sense of pride including experiencing success, feeling the responsibility to achieve something and receiving recognition for accomplishments. If anyone or more of these motivators are built into the job, the jobholder will be motivated.

The study of motivation is concerned, basically, with why do people do what they do? Kovach (1980) states that despite numerous studies done on motivation, managers still are not close to understanding employees' motivation than their colleague more than fifty years ago.

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Motivation is something that moves the person to action and continues him the cause of action already initiated. Motivation has the role to develop and intensify the desire of every member of the organization to work effectively and efficiently in his position. Even though money occupies a major place in the mix of motivators, money alone cannot motivate employee well to work unless it is coupled with other non-monetary motivators (Frey and Osterloch, 2002).

Although some of these activities may seem harmless, they may result in a loss of effectiveness and efficiency that may be required to meet targets and goals the organization intends to achieve (Asim, 2013). The only way to get people to work hard is to motivate them. Today, people must understand why they are working hard. Every individual in an organization is motivated by some different way (Dobre, 2013). The job of a manager in the workplace is to get things done through employees. To do this the manager should be able to motivate employees. But that is easier said than done (Dinler, 2008). Uzona (2013) states that, to understand motivation, one must understand human nature itself, and that is where the problem of motivation lies. He states that, human nature can be very simple, yet very complex too, and that an understanding and appreciation of this is a prerequisite to effective employee motivation in the workplace and therefore effective management and leadership.

Motivation can be specified as management processes, which encourage people to work better for the overall benefit of the organization, by providing them motives, which are based on their unfulfilled needs. The matter arising is: "why managers need to motivate employees?" (Herzberg, 1959). Amabile (1993) contributed to this statement by arguing that it is necessary for managers and leaders of organization to learn to understand and effectively deal with their employee's motivation; since motivated employees' are the pillars of successful organization in present and future century. The author also indicates that unmotivated employees may probably contribute little effort in their jobs, stay away from workplace as much as possible,

go out of the organization and make low quality of work. When employees are well motivated, they help the organization to grow and survive in fast changing workplaces (Lindner 1998). Lindner also indicates that the most difficult role of managers is to motivate employee, because what motivates employees changes always (Bowen and Radhakrishna 1991).

The area of the study was significant because DAS plays a critical role in the daily operations of airlines and aviation activities in general for the country. This can only be realized if the performance of the company employees is controlled and guided towards the achievement of set targets and standards in accordance with DAS Vision, Mission and Values. This mechanism has and continues to enable DAS employees to perform effectively as far as its mission of fostering Monetary rewards, job designs and job training.

The Human Resource Department of DAS is charged with the responsibilities of attracting, developing, Motivating and retaining diverse talent for the outstanding performance in the company. The performance of Employees at DAS has not been as expected, some of them are always absent, others report late to work and this has affected their performance. According to DAS Administrative manual (2015), the objectives of the company are derived from dynamic needs and priorities of the company's key stakeholders as well as the company mission, values, and vision and they include:

i. Having engaged staffs who are enthusiastic, committed to achieving DAS' Values, Mission and achieving the Vision.

ii. Building a team culture, empowering staff to perform their roles with minimum supervision,

iii. Encouraging innovation and creating an environment of mutual respect through Job enrichment,

iv.   Providing competitive monetary benefits to improve on the wellbeing of staff with the aim of empowering staff to achieve a strong sense of belonging and high levels of commitment, integrity and honesty to the organization.

1.2   Statement of the Problem

Despite the above well-articulated motivational objectives of the DAS, that were designed to improve the performance of the company, there are problems in relation to employee's performance at DAS as evidenced by employee performance survey (2015) including: high level absenteeism, poor quality of reports, untimely communication, and unpredictable time of reporting for and leaving for duty. In addition, the DAS report 2016 indicated that, there are dissatisfactions which have bought constant grievances, high labor turnovers, strikes and as a result low performance of their daily duties. It is against this background that this study was set to examine the influence of motivation on employees' performance of Aviation Industry in Uganda, with specific reference **to** Das Handling Limited located at Entebbe Airport.

1.3   Purpose of the Study

The purpose of this study was to examine how motivation influences employees' performance using the case of Das Handling Limited located at Entebbe Airport, Uganda.

1.4   Objectives of the study

i.   To examine how monetary rewards affect the employees' performance at Das Handling Limited.

ii.   To determine how the job design affects the employees' performance at Das Handling Limited.

iii.   To investigate how job training affects the employees' performance at Das Handling Limited.

1.5   Research questions:

i.   How do monetary rewards affect the employees' performance at Das Handling Limited?

ii.   How does job design affect the employees' performance at Das Handling Limited?

iii.   How does job training affect employees' performance at   Das Handling Limited?

1.6 Research Hypotheses

The following were the hypotheses of the study:

H_0: There is no significant relationship between monetary rewards and employees' performance of DAS

H_1: There is significant a relationship between Monetary rewards and employees' performance of DAS.

H_0: There is no significant relationship between job design and employees' performance of DAS

H_2: There is significant a relationship between job design and employees' performance of DAS.

H_0: There is no significant relationship between job training to employees' performance of DAS

H_3: There is significant a relationship between job training to employees' performance of DAS

1.7 Scope of the Study

The scope of the study covered mainly the content scope, geographical scope and time scope.

1.7.1 Content Scope

The subject was confined to Motivation as an independent variable and Employees' Performance of Das Handling Limited as a dependent variable subjecting on the following objectives: To examine how Monetary rewards affect the employees' performance at Das Handling Limited, to determine how the job design affects the employees' performance at Das Handling Limited and to investigate how job training affects the employees' performance at

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Das Handling Limited.

1.7.2 Geographical Scope

The study covered staff in DAS which is located at Entebbe International Airport, Entebbe. This location lay approximately 42 kilometers (26 mi), by road, southwest of Kampala, the capital of Uganda and the largest city in that East African country. The coordinates of the headquarters of DAS Handling Limited are: 0°02'24.0"N, 32°27'03.0"E (Latitude: 0.040000; Longitude: 32.450833).

1.7.3 Time Scope

The study covered a literate of 2014-2018 because this period helped the researcher to be provided with updated information on how motivation influences employees' performance using the case of Das Handling Limited located at Entebbe Airport, Uganda.

1.8. Significance of the Study

The findings of this research study shall be beneficial to the following entities:

DAS Management: The findings of this study shall benefit managers to understand their employees better and how or why they behave the way they do. It would also shed light to other organizational leaders on how to motivate their employees. The recommendations that have been offered in the study would guide the leaders and especially the human resource department on how to best motivate employees.

Employees of DAS: The study findings would highlight motivation factors that may be considered in designing better motivators to improve employees' performance at the workplace, to retain employees gain a negotiating advantage in the negotiation process this would certainly   help DAS to establish a good image as required by the international standard of employment.

Academicians: The findings of the study shall provide and add knowledge to existing literature in higher institutions of learning and would also act as a foundation for further research in the same area.

1.9 Justification of the Study

Noting that motivation in terms of Monetary rewards, job design and job training contributes to better employees' performance, lack of these variables might lead to the continuous grievances, high labor turnovers, strikes and as a result low performance of their daily duties.

1.10 Arrangement of the study

This study is arranged in eight chapters as follows:

Chapter one is an introduction to the study.

Chapter two presents the literature survey and literature review based on the study variables.

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

Chapter four focuses on how Monetary rewards affect the employees' performance at Das Handling Limited.

Chapter five focuses on how the job design affects the employees' performance at Das Handling Limited.

Chapter six focuses on how job training affects the employees' performance at Das Handling Limited.

Chapter seven linked the findings to literature review and discusses the way forward for DAS

Chapter eight presents the summary, conclusion and recommendations of the study.

CHAPTER TWO

STUDY LITERATURE

2.0 Introduction

This chapter presents the study literature which is in three sections, namely: Literature Survey which contains local research that provide the gaps of this study. Furthermore, the literature review presents literature about the study variables and the conceptual framework to link the research variables. The presentation follows the order of the objectives to establish how Motivation influences the Employees' Performance.

2.1. Literature Survey

Literature survey is a survey of local studies that have been carried out on DAS with the aim of identifying the research gap. The researcher has found very little literature on motivation and performance with respect to DAS as indicated below:

Benson (2006) studied the effect of performance appraisal on employees' performance using The DAS as a case study. Variables such as quality assurance, career development, and the organization's reputation among other factors were found to have influence on the performance of the employees', findings indicated that there was a link between performance appraisal and employees' performance; however, the research did not look at the effect motivation and employees' performance.

Malual Ayak (2011) conducted a study on the role of motivation on employee performance in the public sector using ministry of Defense as a case study. Malual Ayak (2011) stated that, employees who are intrinsically motivated tend to exhibit high levels of organizational commitment, increasing productivity and improving organizational performance. However, the gap is that there was no emphasis on how the job design affects the employees'

performance.

Agaba (2015) conducted study on Human Resource Management Practices and job satisfaction of employees in DAS as a case study. The objectives of the study were: to assess the effect of motivation on job satisfaction in DAS; and to examine the effect of HR planning on job satisfaction in DAS .The study employed a cross-sectional research design that involved both qualitative and quantitative research approaches. Data was elicited from a sample of 74 respondents through the use of questionnaires and interviews. The study revealed that human resource management practices have a significant relationship with job satisfaction. However, his study did not focus onhow Monetary rewards affect the employees' performance at Das Handling Limited, a gap that will be filled by the current study.

2.2   Literature review

The purpose of this study is to determine the effect of motivation on employees' performance using the case of Das Handling Limited, Uganda. This section will elaborate on the impact of monetary motivational factors on the performance of employees, the effect of job enrichment on the performance of staff, and the effect of job training on the performance of employees.

2.2.1 Monetary rewards and Employee Performance

According to Wallace & Zeffane (2011), management depend upon rewards like money as the main factor of motivation because according to Maslow's hierarchy of needs, money is a unique reward that can satisfy different needs such as physiological need for food. In McClelland's acquired needs theory, money is an important source of performance feedback for high–need achievers.

Non-monetary rewards on the other hand attract persons with a high need for affiliation through verbal recognition, and high achievers through challenging jobs. Skinner (1953)

argued that, the use of rewards in the classic work performance paradigm is based primarily on the reinforcement theory which focuses on the relationship between a target behavior such as high performance and its consequences for example pay (Langton & Robbins, 2007). This study was framed from Herzberg's two factor theory and Skinner's Reinforcement. Rewards are divided by Armstrong (2007) into two groups; these are monetary and non- monetary rewards. The monetary rewards include base pay, merit pay, incentives, commission, bonus and healthy allowances. Non-monetary rewards include recognition, decision making roles, promotion, flexible working hours and company uniforms. He further indicated that employees are rewarded in accordance with their contribution, skill and competence and their market worth.

The importance of money as a motivator has been consistently downplayed by most behavioral scientists like Herzberg who point out the value of challenging jobs, feedback, cohesive work teams and other non-Monetary rewards as stimulants to motivation. However, money is the crucial incentive to work motivation because it is the vehicle by which employees can purchase the numerous need-satisfying things they desire (Robbins *et al*., 2013).

Researches reaffirm that for the vast majority of the workforce, regular pay is absolutely necessary in order to meet basic physiological and safety needs, hence, lower level employees are caught in the trap (Wallace & Zeffane, 2011). Furthermore, money also performs the function of a scorecard by which employees asses the value that the organization places on their services, hence an element of being a valuable assert in the organization results in personal motivation resulting in money having a positive impact on motivation (Langton & Robbins,2007).

Armstrong (2007) also point out that rewards can act as a goal that employees generally strive

for, and as an instrument which provides valued outcomes. It is also a symbol which indicates the recipient's value to the organization and can act as a general reinforcer because it is associated with valued feedback (Langton & Robbins, 2007). Many organizations face problems when trying to understand the relationship that exists between rewards and motivation, however, the authors argued that for rewards to motivate an individual certain conditions must be met, that is, the type of reward must be important to an individual and should be perceived as a direct reward for performance; if it is money, the marginal amount should be perceived by the individual as being significant, therefore, for money to motivate, the marginal difference in pay increases between a high performer and an average performer or a high skilled and a low skilled should be significant (Wallace & Zeffane,2011).

Bates (2006) indicates, for money to motivate, merit pay rises must be at least seven percent of base pay for employees to perceive them as motivating and to catch anybody's attention. Recent studies by Locke (2008) on the four methods of motivating employees indicated that

Money was rated the second among lower-level employees. Such evidence demonstrates that money may not be the only motivator, but it is difficult to argue that it does not motivate. This therefore opens up the debate that non-financial rewards such as recognition, decision making and job security have a role to play in the internal motivation of employees that monetary rewards cannot address.

Langton & Robbins (2007) state that, to assume that financial incentives will always motivate people to perform better is therefore as simplistic as to assume that they never motivate people to perform better. The only issue that is certain about this is that multiplicities of interdependent factors are involved in motivating employees ranging from monetary on-monetary.

Another stream of analyses points out that people never rate money as their main motivator,

most achievements are reached for reasons other than money, and it is a factor that attracts people but does not play a big role in retaining and motivating. Robert & Shen (1998) point out, salary and other hygiene factors yielded dis-satisfaction and only motivators directly influence motivation beyond the psychological neutral level. In a survey by Ellis & Pennington (2014) direct financial reward played a critical role in attracting talented employees, but they have only a short term impact on the motivational levels of employees. Kohn quoted by Armstrong (2007) challenge what he calls the behaviorists dogma about money and motivation. He claims that, no controlled scientific study has found a long-term enhancement of the quality of work as a result of any reward system. Slater quoted by Armstrong (2007) also argued that the idea that everybody wants money is propaganda circulated by wealth addicts to make they feel better about their addiction.

Robert & Shen (1998) further argued that, a closer look on how employees are motivated indicates that it becomes disturbingly clear that the more you use rewards to motivate, the more employees tend to lose interest in whatever they had to do to get the rewards. The more reinforcing the reward is, the more it erodes intrinsic interest Ellis & Pennington (2014). therefore, suggested that, various devices can be used to get employees to do something, but that is a far cry from making people want to do something in this regard, non-monetary rewards apply. Theorists therefore point out the value of challenging jobs, feedback, cohesive work teams and other non-Monetary rewards as stimulants to motivation which should never be left out when addressing the subject of motivation in the workplace.

Pfeffer (1998) as quoted by Armstrong (2007) also contends that employees do work for money but they work even more for meaning in their lives. Where there is no meaning of work, there is greater loss of loyalty and commitment and pay should therefore not substitute

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for a working environment high on trust, fun, and meaningful work. The above simply mean, money should be used in conjunction with other motivating factors in order to win the attention of employees. However, according to Wallace & Zeffane (2011), in a much publicized study, Gupta (2004) analyzed thirty-nine studies conducted over four decades and found that cold-hard cash motivates workers whether their jobs are exciting or mundane in labs and real world settings alike. But the research team acknowledges that money is not the only factor that concerns employees noting that beyond a certain point higher salaries will make employees happier, but it will not buy better performance and motivation.

Gupta (2004) still warns that, employers who dole out small merit raises -less than seven percent of base pay– may do more harm than good. According to her, small raises can actually be dysfunctional in terms of motivation because employees become irritated that their hard work yielded so little. Therefore, there are mixed feelings among scholars on whether money has a positive or negative impact on motivation and such a question can only be addressed through an empirical study. A study by Nelson (2012), non-monetary rewards were given number one ranking by the lower level employees especially. These results of his study were in agreement with Herzberg's two factor theory of motivation which shows that a majority of employees indicate that it was very or extremely important to be recognized by their managers when they do good work but contradict with the general perceptions for example, in a much publicized study, Gupta (2004) analyzed thirty-nine studies conducted over four decades and found that cold-hard cash motivates workers whether their jobs are exciting or mundane in labs and real world settings alike. These results also contradict with Arnolds & Venter (2007) whose results indicated that financial rewards are the best motivators.

There is an indication that low-level employees especially blue collar workers want more responsibility in their work, they want their jobs to be enriched with more freedom of decision making ,space for creativity, skill variety and task significance. This would increase meaningfulness of their jobs and result in higher internal work motivation and, high-quality work performance (Daft & Marcic, 2010). It is however often found that, additional work responsibility is not a notion generally linked to lower-level employees (Nelson,2012).

The study by Daft & Marcic (2010) also showed that, lower level employees prefer flexible working hours, merit pay and recognition, in particular as the top three motivational rewards. This is an indication to management that monetary rewards one by one combined with non-monetary rewards would deliver better motivational results than monetary compensation alone which might be the case in many firms. In this regard, it is however important to heed Glassock & Grams' (1995) appeal that monetary rewards should not be confused with nonmonetary rewards such as recognition. According to these two, monetary rewards are impersonal in nature, geared toward supporting short-term objectives of the firm, based on the corporate budget of the firm and are infrequently distributed. Therefore, organisations should consider balancing the monetary and non-monetary rewards especially among blue collar workers, such as flexible working hours. This can be as a result of the new trends in the working world which encourages individuals to live a healthy life (Daft & Marcic, 2010). There has been a visible increase in the value of flexibility in one's working hours so as to maintain and improve the well-being of employees.

2.2.3 Effect of Job Design on Employees' Performance

Job design has been one of the most effective tools used for optimizing an employee's performance. It can be defined as changing the content and processes of a job to increase an employee's satisfaction, motivation and productivity (Knapp & Mujtaba, 2010). Effective job

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design is the measure of the degree to which the employee is involved in his tasks and assignments (Bennett, 2013). Currently it is believed that most of the employees are not happy with their job design or not assigned with the tasks that they feel encouraged and motivated to perform. An effective job design brings involvement of an employee in work related activities which clearly forecasts employee output, departmental productivity and organizational success (Bates, 2006).

Job design plays a crucial role in the achievement of organizational as well as personal goals. Job design is defined as specifying the contents or methods of any job in such a way that various requirements of the job holder can be effectively satisfied (Buchanan, 1979). These requirements may include social, technological, personal and organizational desires. Job design is related to the process of transformation of inputs to outputs and it also takes into consideration the human factors as well as organizational factors which are of very much importance in the achievement of desired performance (Humphrey, Nahrgang &Morgeson, 2007). When employees get involved and are familiar with the job design they become more motivated to take active part in the achievement of organizational goals and as a result performance of employees increases which positively impacts the outcomes (Bakker, Albrecht & Leiter, 2011).

Job design of one's own choice brings Involvement, satisfaction and motivation. Such employees bear more pain for their work, they enjoy their work and stay extra hours willingly. They consider work as virtue for them and a part of their lives (Bates, 2006) they feel that they are getting what they want from their jobs and fulfill their duties as ethical responsibility. These motivated, involved and delighted behaviors tend to enhance the employee performance and ultimately organizational productivity (Knapp & Mujtaba, 2010).

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On the contrary if the employees are not satisfied with their job design they feel exhausted and unwilling to work properly only for the sake of organizational goals (Bates, 2006). Frustrated employees do not utilize all their efforts instead they waste their time in non- productive issues-this is what is observed in mostly public sector organizations (Bakker, Albrecht & Leiter, 2011). These types of employees destroy the organizational culture. Dissatisfied and de-motivated employees become a burden for the organization if they remain and if they quit or shift to another company they cause high employee turnover cost for the organization (Knapp & Mujtaba, 2010). Some approaches to construct an *effective job design are job rotation, job enrichment and job enlargement,* which can be used to engage, encourage and involve employees in their work (Knapp & Mujtaba, 2010).

2.2.4. Job Rotation

Job rotation is a planned replacement of employees among jobs in a period of time for one or more goals of earning skills and job independence; increasing motivation, job performance and productivity (Bennett, 2013). Job rotation is a process by which employees laterally mobilize and serve their tasks in different organizational levels; when an individual experiences different posts and responsibilities in an organization, ability increases to evaluate his capabilities in the organization (Kaymaz, 2010). The job rotation applications are significant not only for production workers but also for employees considered as manager candidates. In United States (US) and Japanese firms, qualified workers who are expected to be promoted as managers are required to have a broad view of the entire firm. The workers have experienced various production segments by rotating through different jobs, effectively learning many aspects of the company from a manager point of view (Eguchi,2005).

Job rotation is called service training in some documents. Thus, an employee working in a unit

can train different job skills in a certain time period. Job rotation is considered a functional method for enrichment and development of jobs (Kaymaz, 2010). Rotation in jobs results in increased individual knowledge and experience and decreased burnout and exhaustion; this leads to intellectual development and innovation (Delpasand, Raiisi, Begdely & Shahabi, 2010). The main objective of job rotation is regularly shifting employees from a job to another in order to increase their motivation and enthusiasm (Bennett, 2013).

Job rotation is a very effective training method since worker serves in different jobs and can earn more job skills. Thus shifting employees to new jobs is along with more flexibility (Kaymaz, 2010). Job rotation improves management and supervision in an organization; it can effectively avoid organizational corruption. Job rotation can help form an interactive control mechanism in the organization; moreover, members of these special networks can rely on and support each other under certain circumstances (Bennett, 2013). Improving employees' professional levels, this approach enables them to reach scientific skills in different situations and get familiar to their job, all of which helps improve general quality. According to Bei (2009), regular rotation system can help validate decisions and decrease unnecessary operational errors; therefore, decisions are made based on rich information with minimum error. Furthermore, performing regular job rotation could create a mutual trust between the staff and help them to improve their job.

2.2.5 Job Enrichment

Job enrichment is seen as a process where management give increasing responsibilities which are often assigned to the superiors to the employees. This essence of this to help employees to build the sense of self management and self-sufficiency (Kokemuller, 2008). Williams (2009) also posited that job enrichment is a fundamental aspect of stimulating the effort of employees

by expanding job responsibilities and giving increased autonomy over the task processes and completion. According to Feder (2010), job enrichment is a systematic way of inspiring employees by giving them the opportunity to use a number of different types of skills and capabilities in performing a task. Kotila (2011) added that job enrichment leads to job satisfaction by increasing the level of responsibility and giving the sense of freedom, autonomy and opportunity for employees to decide what and how the job is to be performed and accomplished.

Job enrichment necessitates the practices that apportion greater responsibility for arranging, organizing, and designing work to the employees (Behson, Eddy, & Lorenzet, 2010) who actually produce product. Job enrichment develops jobs vertically and increases the variety oft asks in a job(Robbins&Judge,2011).While job enlargement increases job scope. What this means is that job enrichment gives room for the employee to have greater control over their work. Rentsch & Steel (2008) asserted that the variety of tasks in an enriched job makes an employee accomplish a given activity with increased sense of autonomy, individuality and responsibility (Kamal *et al*., 2008); and feedback should be given to allow employees to assess and evaluate the level of completion which is the end result of the task itself (Armstrong, 2010). Where jobs have been enriched, employee satisfaction tends to increase with a decrease in labor turnover and absenteeism (Saavedra & Kwun, 2010).

2.2.6 Job Enlargement

Job enlargement is defined as assessing workers additional level activities, thus increasing the number of activities they perform (Dessler 2005). Job enlargement is a job design in which the number of tasks associated with a job is increased to add greater variety to activities, thus reducing monotony (Muhsan, Musarrat & Sarfraz, 2012). Job enlargement deals with wider job range through increasing the required activities of the job rather than limited repetitive

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tasks that cause high levels of job discontent, boredom, turnover, absenteeism and dissatisfaction (Ivancevich *et al.*, 1998).

Enlarging jobs depends highly on the individuals' perception. Employees might perceive enlarging their jobs positively as a tool or practice that improves their skills and abilities and as a sense of achievement that satisfies them and makes them feel worthwhile to the organization (Al-Salem, 2010). On the other hand, Muhsan, Musarrat and Sarfraz (2012) state that, other employees view the additional number of activities just as a practice that adds more routine or repetitive duties to their boring job. Kaymaz (2010) notes that enlarging jobs is a strategy the top management use to reduce costs of hiring new employees, so it is just a matter of workload. Dessler (2005) states that, to help modify this point of view, enlarging jobs should be accompanied by providing rewards. This will persuade employees to avoid negative perception and dissatisfaction or feelings of unfairness.

Saavedra & Kwun (2010) states that employees are dissatisfied with specialized jobs. They do not like doing particular repetitive tasks. Job enlargement strategy contradicts the principlesofspecializationandthedivisionoflabourwherebyworkisdividedintosmall units, each of which is performed by a specific individual (Kaymaz, 2010). In fact, job enlargement supports the expansion of work and the variety of skills that help make employees satisfied, motivated and, in the long run, committed. For job enlargement to be effective, it is recommended to train employees to practice the new tasks well though they are in the same level (Bennett,2013).

2.3 Job Training and Employees' Performance

The main purpose of training is to acquire and improve knowledge, skills and attitudes

towards work related tasks. It is one of the most important potential motivators which can lead to both short-term and long-term benefits for individuals and organizations (Cole, 2011). Cole (2011) further states that there are so many benefits associated with training, which include: high morale – employees who receive training have increased confidence and motivations; lower cost of production – training eliminates risks because trained personnel are able to make better and economic use of material and equipment thereby reducing and avoiding waste; lower turnover – training brings a sense of security at the workplace which in turn reduces labor turnover and absenteeism is avoided; change management – training helps to manage change by increasing the understanding and involvement of employees in the change process and also provides the skills and abilities needed to adjust to new situations; provide recognition, enhanced responsibility and the possibility of increased pay and promotion; and help to improve the availability and quality of staff.

According to Wognum (2011), training needs may occur at three organizational levels namely; one, strategic level where needs are determined by top management while considering organizations goals, mission, strategy and problems, which need to be resolved or fixed; two, tactical level where needs are determined with middle management while considering developments needs to the coordination and cooperation between organization units; and three, operational level where needs are determined with lower executive management and other employees while considering problems related to operations such as performance problems of individual workers and departments in subject.

In order to enable an organization formulate human resource training and development goals that will enable both formal and informal human resource training and development methods

and programs create a workforce that enables effectiveness and competitiveness, it is worth giving consideration to, providing proper coordination as well as proper incorporation of the needs within the three levels (Torrington *et al.*, 2005).

2.3.1 Formal Training Courses and Development Programs

There are a number of methods which may be used to develop the skills required within an organization. These course and programs are usually a set of defined and known programs where the contents, durations and all the details about the training are clear to both the organization and the personnel to be trained (Beardwell, Holden & Claydon, 2004). Unlike informal trainings and programs, formal training and programs can be planned earlier and also plan for their evaluation.

Employees may undertake these courses and programs while completely off work for a certain duration of time or alternatively be present for work on a part-time basis. These programs can be held within the organization (in-house) or off the job. Off the job is argued to be more effective since employees are away from work place and their concentration is fully at training. Depending on the knowledge needed, organization's structure and policies, the trainers too may be coming within the corporation or outside the organization (Harrison, 2010.).

2.3.2 Coaching and/or Mentoring

This involves having the more experienced employees coach the less experienced employees (McCourt & Eldridge, 2013; Torrington *et al.*, 2005). It is argued that mentoring offers a wide range of advantages for development of the responsibility and relationship building (Torrington *et al.*, 2005). McCourt & Eldridge (2013) states that, the practice is often applied to newly recruited graduates in the organization by being attached to mentor who might be

their immediate managers or another senior manager. Torrington *et al*. (2005) notes that, this however does not imply that older employees are excluded from this training and development method but it is mainly emphasized for the newly employed persons within the organization.

2.3.3 Orientation

This is yet another training and development method. This involves getting new employees familiarized and trained on the new job within an organization. During this process, they are exposed to different undertakings for example the nature of their new work, how to take on their identified tasks and responsibilities and what is generally expected of the employees by the organization (Wognum, 2011). They are further given a general overview of the organizational working environment including for example working systems, technology, and office layout, briefed about the existing organizational culture, health and safety issues, working conditions, processes and procedures (Cole,2011).

2.3.4 Conferences

As a training and development method, conferences involve presentations by more than one person to a wide audience. It is more cost effective as a group of employees are trained on a particular topic all at the same time in large audiences. This method is however disadvantageous because it is not easy to ensure that all individual trainees understand the topic at hand as a whole; not all trainees follow at the same pace during the training sessions; focus may go to particular trainees who may seem to understand faster than others and thus leading to under training other individuals (Wognum, 2011).

2.3.5 Role Playing

Involves training and development techniques that attempt to capture and bring forth decision making situations to the employee being trained (McNamara, 2008). In other words, the

method allows employees to act out work scenarios. It involves the presentation of problems and solutions for example in an organization setting for discussion. Trainees are provided with some information related to the description of the roles, concerns, objectives, responsibilities, emotions, and many more. Following is provision of a general description of the situation and the problem they face. The trainees are there after required to act out their roles. According to McCourt & Eldridge (2013), this method is more effective when carried out under stress-free or alternatively minimal-stress environments so as to facilitate easier learning. It is a very effective training method for a wide range of employees for example those in sales or customer service area, management and support employees.

In light with the present exploration amid the improvement of organization, employee training assumes an indispensable part in enhancing execution and additionally expanding profitability. This thus prompts setting associations in the better positions to face rivalry and stay at the top (Wright and Geroy, 2011). This therefore suggests a presence of a noteworthy distinction between the organization that prepare their workers and those that do not.

Existing writing presents confirmation of a presence of evident impacts of preparing and improvement on employees' execution. Some studies have proceeded by looking at performance in terms of employee performance in particular (Purcell, Kinnie & Hutchinson 2013; Harrison 2010) while others have extended to a general outlook of organizational performance (Guest 1997; Swart *et al.*, 2005). In whatever way, the two are connected as in worker execution is a component of organizational performance since employee performance impacts general organizational performance (Wright and Geroy, 2011).

In connection to the above, Wright & Geroy (2011) note that worker capabilities change through viable preparing programs. It accordingly not just enhances the general performance of the employees to successfully play out their present occupations additionally it improves

the knowledge, skills and attitude of the employees for the future job, consequently adding to prevalent organizational performance. Training has been demonstrated to produce performance improvement related advantages for the worker and additionally for the organization by positively affecting employee performance through the advancement of employee knowledge, skills, ability, capabilities and behavior (Appiah 2010; Harrison 2010; Guest 1997).

Moreover, other studies for example one by Swart *et al*. (2005) elaborate on training as a method for managing ability shortfalls and performance gaps as a method for enhancing employee performance. According to the author, connecting the performance gap alludes to actualizing an applicable preparing mediation for creating specific attitudes and abilities of the workers and improving employee performance. He encourages elaborate the idea by expressing that preparation encourage association to perceive that its specialists are not performing great and an in this manner their knowledge, attitudes and states of mind should be formed by firm needs. It is generally with the goal that employees have a specific measure of information identified with various employments.

2.4 Employees' Performance

Employees' Performance refers to what people say and do, and all performance starts with a thought according to (Werner, Bagraim, Cunningham, Landman, Potgieter, Viedge, 2011). This statement can be further explained by means of an example. When a manager asks an employee to draw up a report within a specified time, the employee may first think about the request or instruction, and in the thought process shall weigh the consequences, and may decide whether to complete the task or not. Furthermore, employees must have a willing attitude, the ability, and must be empowered to do the job in order to deliver effective and efficient performance. More importantly, there are two major elements that

influence performance of individuals including factors that reside within the individual, and factors that reside with the organization which is outside the control of individuals. Factors related to the individuals are commitment to the organization, personality, attitude, skills, ability, knowledge, being present at work, and motivation. Factors related to the organization constitute leadership, organizational structure, systems and processes, support, empowerment, opportunity to perform, job design and rewards (Viedge in Werner *et al*. 2011).

2.5   Theoretical reviews

It is apparent that managers need to motivate employees if they want to get the necessary results for the organization. It can also be said that there is an agreement about the facts that motivation is an individual development, it is depicted as being deliberate, it has several sides and the aim of motivational theories is to predict behaviours. **T**here are various authors who have developed theories on Motivation: Maslow **(**1954):Hierarchies of needs;   Herzberg (1959)**:** The two-Factor Theory**;** Vroom(1964)**:** Vroom's Expectancy Theory; John (2007)**:** Fifty-Fifty Theory**;** Douglas McGregor (1997): Theory X/ Theory Y. All the above authors emphasize motivation with various interpretations, which can be applicable to this study. Although their views can be applied to this study, it is only the views of Maslow which guided thi**s** study.

In his need hierarchy, Maslow (1954), states that there are at least five set of goals which are called the basic needs:

Physiological needs: These needs are directly related to survival of individual or species. These are typically concrete needs such as eating, dressing and sleeping. The lack of these needs can cause bodily or make the human not to function up to capacity, physiological needs are thought

to be the most important and must be met first.

Security needs: This type of need is to protect against various threats, if a person's security needs are relatively satisfied, their safety needs take precedence and dominate behavior. In the absence of physical safety due to war, natural disaster, family violence, childhood abuse, people may experience post-traumatic stress disorder. The absence of economic safety due to safety due to economic crises and lack of work opportunities, these safety needs will manifest itself in ways such as preference for job security.

Social need of belonging to group: It disclose the need of social dimension of the individual who needs to feel accepted by groups in his family, work, intimacy, friendship and associates. According to Maslow, human needs to feel and have the sense of belonging and been accepted among social groups in life they choose to belong or finds themselves in. these group maybe large or small, some large groups may include, religion group, co-workers, professional organizations, sports team or gangs, while small groups may include love relationship, members of the family, mentor, colleagues and confidants.

The esteem needs, respect and trust: Human have a need to feel respected, this includes the need to have self-esteem and self-respect. Esteem presents the typical human desire to be ac-accepted and valued by others. People usually involves themselves in a profession or hobby to gain recognition. These activities give the person a sense of recognition or value.

Personal *development:* According to Maslow, this need aims to get out of condition purely material to reach fulfillment. This level of needs is the desire to accomplish everything that one can and to become the most that one can be (Srivastava, 2005)

2.6 Chapter Summary

This chapter has looked at various factors of employee motivation. The section has highlighted the effect of monetary motivators on employee performance. The section also discusses the

effect of the various job design like job rotation, enrichment and enlargement on employee performance. The chapter also highlights the effect of job training on employees' performance. The next chapter discusses the research methodology of the study.

2.7. Conceptual Framework

The conceptual Framework explains the diagrammatic relationship (Figure 2.1) that exists between motivation as an independent variable, intervening variables and Employees' Performance as dependent variable. It is a structure that is presented in a schematic is illustration, depicting the noted variables and their hypothesized relationships (Mugenda, 2008).

Independent Variable   *Dependent Variable*

Motivation

- Monetary rewards
- Job design
- Job training

Employees' Performance

- Attendance
- Quality of work
- Timeliness
- Consistence

Intervening Variables

- Work Conditions
- Organizational structure
- Policies and guidlines
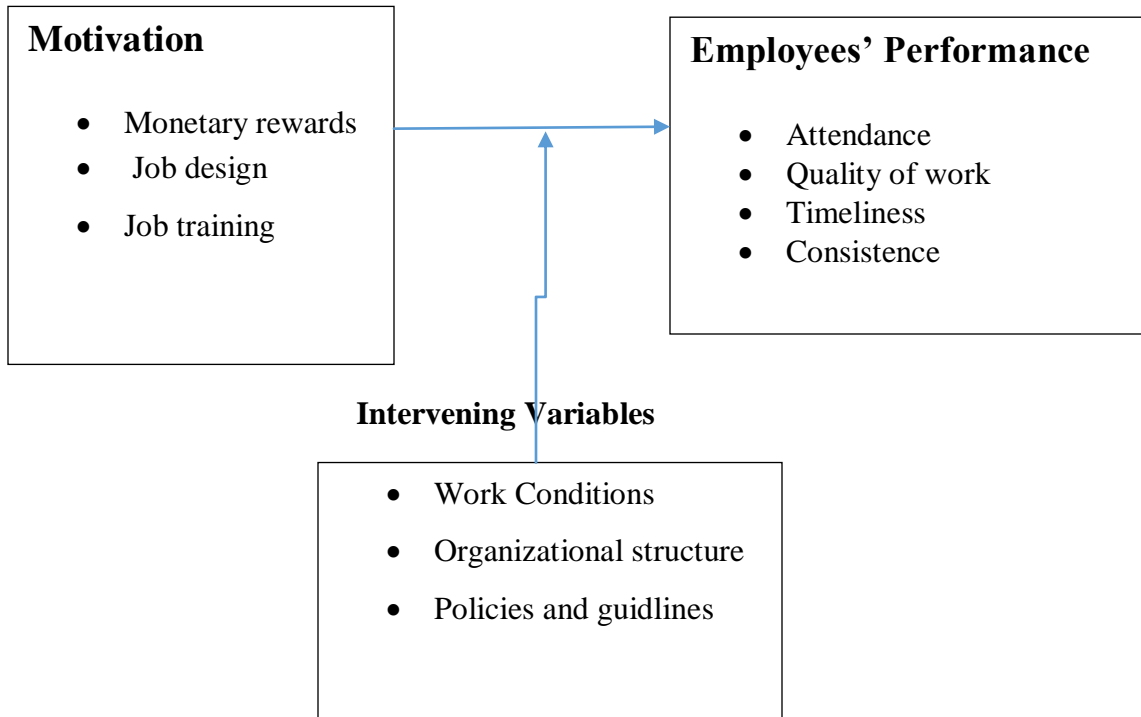
Source: Researcher 2018

Fig. 2.1 Conceptual Framework

In the above diagram, the Independent variable is motivation of staff in DAS and as an organization it should provide services to its employees to enhance high performance. The presented Conceptual Framework assumes that, if the employees are properly motivated through monetary rewards, job design, and job training, they will display high level of, provide acceptable quality of work, and give timeliness. Besides, there are prevailing variables that moderate motivation and employees' performance; including work conditions, organizational structure and policies/guidelines.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter presents a detailed description of the research design that was employed in conducting the study. It involves study population, sample size and selection, sampling techniques and procedure, data collection methods and instruments and validity and reliability of research instruments. It further describes the data processing and analysis that is employed in the study and concludes with measurement of variables.

3.1 Research Design

A research design is a detailed plan which guides and study. According to Mugenda (2003) a research design is the plan and structure of investigation conceived so as to obtain answers from reach questions. The current study used both a cross sectional and descriptive survey designs. In this study, data was collected through self-administered questionnaires and interview instruments. A descriptive survey was selected because it provides an accurate representation of the characteristics, from example behavior, opinions, abilities, beliefs and knowledge of particular individual, situation or group.

3.1.1 Research approach

Research approaches are plans and the procedures of research that span the steps from broad assumptions to detailed methods of date collection, analysis, and interpretation. This plan involves several decisions, (Crotty, 1998).This study used both quantitative and qualitative research. Burns and Grove (1993) define quantitative research as a formal, objective, systematic process to describe and test relationships and examine cause and effect interactions among variables. On the other hand, the qualitative

approach was used to provide the fundamental connection between the empirical observation and mathematical expression of qualitative relationship in examining the effects of Motivation on Employee Performance of Aviation Industry in Uganda, using Das Handling Limited as a case study.

3.1.2 Research strategy

The study focused on the case study strategy. The case study approach refers to an in-depth study or investigation of a contemporary phenomenon using multiple sources of evidence within its real-life context. Yin (1994) argues that the case study allows an investigation to retain the holistic and meaningful characteristics of real-life events such as individual life cycles, organizational and managerial processes, neighborhoods change, international relations and the maturation of industries. Therefore, the case study approach is especially useful in situations where contextual conditions of the events studied are critical and where the researcher has no control over the events as they unfold.

3.1.3 Research duration

A cross sectional survey design is where data is gathered on a period of time in order to answer research questions (Sekaran, 2003). The study focused on a period of 2015-2018 due to the fact that, Das Handling Limited's reports for this period were available.

3.2 Study area

The study was mainly conducted at Aviation Industry in Uganda, with specific reference to Das Handling Limited. The area of the study was selected because DAS plays a critical role in the daily operations of airlines and aviation activities in general for the country.

3.3   Study population

The population of this study comprised of 104 employees of Das Handling Air Line (Human resource Performance Report (2007). These included: Programme Managers (74), Administration and Finance (12), Human Resource (06) and Technical Personnel (11). The study population comprised of all the staff members from various departments within the organization.

3.4.   Sample size

The sample size comprised of 83 respondents and this was determined by Sloven's formulae for sample size determination as shown below:

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

Where, N is the target population,
n is the sample size

e, is the level of statistical significance which is 0.05 where (e)2 = 0.0025

For this case:
N =104

$$n = \frac{104}{1 + 104(0.0025)}\,2$$

n = 83

In supporting of the above formula, Sekaran (2003) contends that, a sample size larger than 30 but less than 500 is appropriate for most studies. The computed sample size was 83 and the distribution of the population is indicated in table1:

Table 1: Sample size

Category	Population	Sample Size	Percentage (%)	Sampling Technique
Programme staff	74	53	63.9	Simple Random
Administration and Finance	12	12	14.5	Census
Human Resource	6	6	7.2	Census
Technical Personnel	11	11	13.3	Census
Total	**104**	**83**	**100**	

Source: Primary Data (2018)

3.5   Sampling procedure and Techniques.

The researcher selected the sample size using census and Simple random sampling techniques.

3.5.1   Census Sampling

A census is a study of every unit, everyone or every thin, in a population. It is known as a complete enumeration, which means a complete count (Joshua, 1998). When a population has been identified, a decision needs to be made and taking a census sample is a more suitable option. This method was used because it provides a true measure of the population (no sampling error). It also provided a benchmark data that may be obtained for future studies, and further provides detailed information about small sub-groups within the population that would have been neglected.

3.5.2   Simple Random Sampling.

Simple Random Sampling involved organizing the units in the population into strata using common characteristics, in this way every person in the selected strata had an equal chance of being selected (Creswell,2012).

3.6. Background information

Gender of Respondents

The information provided here indicates the gender of respondents.

Table 2: Gender of the Respondents

		Frequency	Percent	Cumulative Percent
Valid	Male	55	66.3	66.3
	Female	28	33.7	100.0
	Total	83	100.0	

Source: Primary Data, 2018

From table 2 above, there were 83 respondents in the sample, 66.3% male and 33.7% female. These were selected from different departments of DAS by using purposive and stratified random sampling techniques. Both male and female respondents were considered in this study so as to avoid biased reporting. The relevance is that both sexes are beneficiaries of DAS and therefore both sexes experience the same level of motivation.

Duration in Service with DAS

Table 3: Marital Status of Respondents

		Frequency	Percent	Cumulative Percent
Valid	Single	39	47.0	47.0
	Married	32	38.6	85.5
	Widow(er)	7	8.4	94.0
	Divorced	5	6.0	100.0
	Total	83	100.0	

Source: Primary Data, 2018

From table 3 above, single respondents were 47%, 38.6% were married, 8.4% were widows & widowers, 6% were divorced. This implies that most respondents were single and is the most active self-motivated group, and capable of providing reliable data. Single and married couples tend to be more motivated at work because they

are less likely to be mentally disturbed unlike their widowed and divorced counterparts.

Age of respondents

Table 4: Age Bracket of Respondents

		Frequency	Percent	Cumulative Percent
Valid	18 - 25 Years	17	20.5	20.5
	26 - 30 Years	28	33.7	54.2
	31 - 45 Years	21	25.3	79.5
	45 and above years	17	20.5	100.0
	Total	83	100.0	

Source: Primary Data, 2018

Table 4 above reveals that there were a total of 83 respondents who were categorized into four age groups; 17(20.5%) in the 18-25 age group, 28(33.7%) in the 26-30 age group and this was the largest followed by 21(25.3%) in the 31-45 age group, and finally 17(20.5%) in the age bracket above 45years. Results reveal that the majority of the respondents were between 26 and 30 years. The implication is that the chosen age group is recognized for giving reliable information. Since most of the respondents were from the age of 26, they were regarded as the most sufficient to provide reliable data due to their reasoning and judgment of situations.

Level of Education

Table 5: Highest Level of Education attained

		Frequency	Percent	Cumulative Percent
Valid	Advanced Level	23	27.7	27.7
	Tertiary	14	16.9	44.6
	University	46	55.4	100.0
	Total	83	100.0	

Source: Primary Data, 2018

From table 5, 23 respondents held Advanced Level, 14 respondents held tertiary education, and 46 held university education. Most of the respondents held university education. This implies that the majority of the respondents were technically capable of providing accurate and reliable

information which was relevant and reliable to the study because they under the role motivation plays towards the performance of the bank.

Time worked at DAS

Table 5: When did you join DAS?

		Frequency	Percent	Cumulative Percent
Valid	1 year	11	13.3	13.3
	2 years	13	15.7	28.9
	3 Years	14	16.9	45.8
	Above 4 Years	45	54.2	100.0
	Total	83	100.0	

Source: Primary Data, 2018

From table 6 above, the duration in service with DAS of the respondents was purposely divided into four categories: 1 year with 11 respondents, 2 years with 13 respondents, 3 years with 14 respondents and above 4 years with 45 respondents. This implies that a good number of respondents in the population were objective in that they were not very old in the system, but they had a good mix to provide very good ideas and responses relevant to the study. All respondents were included in order to provide a balance in responses and ideas.

3.7   Data collection Procedures

The researcher was given an official introductory letter from the University that was delivered to human resource Das Handling Air Line. This enabled the researcher to officially conduct the study in the area under consideration. The researcher then proceeded to the field, and the introductory letter was presented to respondents on request. The introductory letter thus helped the researcher to establish a strong relationship and confidence building with the respondents.

3.6   Data Sources

3.7.1   Primary data

Primary sources of data are works created at a time of an even, or by a person who directly experienced an event (Masembe, 2004). Primary data (2018) was obtained by use of questionnaires with both structured and open questions, interview guide, note books, pencils and pens to obtain relevant data.

3.7.2   Secondary Data.

This is any published work that is one step moved from the original source (Masembe 2004), this was obtained from Das Handling Limited. Documents such as annual reports, information from the internet, journals and relevant books as well as publications.

3.8   Data Collection Methods

Data collection methods are integral part of research methodology. This study focused on survey methods to assess thoughts, opinions, and feelings of respondents concerning Motivation and Employees' performance. During the survey, questionnaires and interviewing methods were used to collect field data.

3.8.1   Questionnaire

According to Robson (2003), a questionnaire is a research instrument consisting of a series of questions and other prompts for the purpose of gathering information from respondents. The researcher used self-administered structured questionnaire (Appendix 1) to collect data from respondents. This instrument was administered to all valid respondents and it captured socio demographic characteristics of respondents, and their responses towards Motivation and employee performance. This instrument was used because it collected lot of data in little time.

3.8.2   Interview

Structured interviews were used to collect data from the different stakeholders and these mainly comprised of respondents from management. Face to face interviews were conducted to enable the researcher establish what the respondents think about on the Motivation and employee performance.

3.9   Research Instruments

Data for this study was collected using the following instruments.

3.9.1   Self-Administered Questionnaires.

A self-administered questionnaire consists of a set of questions for submission to a number of persons or respondents in order to gather specific data about a given phenomenon or subject. This technique helped to collect primary data through a number of questions, which are given to a cross section of respondents and it constituted of closed ended questions. The close ended questions provided specific options for the respondent concerning Motivation and Employees Performance at Das Handling Limited. With this instrument, large number of respondents was covered in a short period of time, at relatively lower cost and the result of the questionnaires were easily quantified by the researcher and it was designed on Likert scale.

3.9.2   Interview Guide

According to Kaplan and Saccuzzo (2009) in interview information was obtained through inquiry and recorded, this was after the researcher had made an appointment with respondents. The researcher used the assistants especially those who are well conversant with the research language and who are so influential in the area to arrange and conduct these interviews. At the end of the day, the researcher obtained not only verbal but also nonverbal information.

3.10.   Reliability and Validity of Research Instruments.

3.10.1 Validity

According to Gronross (2007), the Validity of a measure refers to whether it actually measures what it is to measure. Validity of instruments was ascertained by discussing the questionnaire draft with the supervisor. In addition, they were pre-tested in Das Handling using a reasonable number of respondents (20) who had knowledge about motivation and performance of employees. The supervisor and other experts in the field were consulted about the content validity of instruments, ambiguity of question items and their relevancy. The instruments were given to ratters who rated the relevancy of each item and a content validity index (CVI) was computed using the following formula:

$$CVI = \frac{R}{R + N + IR}$$

Where

CVI =content validity index; R=Total number of items rated as relevantly

N= Total number of items rated as Neutral

IR = Total numbers of questions rated as irrelevant.

So using the formula above, the researcher calculated the content validity index for the questionnaire as follows; the results of the CVI are shown in the table below:

So using the formula above, the researcher calculated the content validity index for the questionnaire as follows; the results of the CVI are shown in table 7.

Table 6: Showing the Content Validity Index of the study variables

Variable	Number of items judged relevant (R)	Number of Neutral items (N)	Number of irrelevant Items (IR)	CVI
Attendance	5	1	1	0.714
Quality of work	4	-	2	0.667
Timeliness	8	1	1	0.80

Source: Primary data (2018)

The computed CVIs were above the 0.5 or 50% threshold postulated by Oketch (2000) and this implies that the tools that were used in data collection

3.10.2 Reliability

Reliability is the consistence of the measurement where by the results were not changed every time when testing is done in the same way with the same object. Therefore, a measure was considered reliable because the persons score on the same test is similar. 10% of the questionnaires were selected randomly in order to evaluate the data collected, and then any possible amendment was made. Cronbach's alpha coefficient was used to test for the reliability of the questionnaire using formula;

Cronbach's alpha coefficient was used to test for the reliability of the questionnaire using formula;

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

Where

$\sum \sigma_k^2$ = the sum of the variances of the k parts (usually items) of the test.

σ = standard deviation of the test (items in the instrument).

α = Cronbach's alpha coefficient.

The results obtained were as follows;

Table 7: Reliability analysis

Variable	Number of questions tested	Cronbach's alpha coefficient
Attendance	6	0.77
Quality of work	5	0.84
Timeliness	7	0.71

Sources: From primary data reliability test (2018)

41

Table 7 shows the alpha values of 0.77 for attendance, 0. 84 for quality of work and 0.85 for timeliness which were higher than 0.710 recommended for social research by Oketch (2000), thus suggesting that all the items used to measure each variable were consistent in measuring the reliability. Table 3.8 reveals that, all the variables have Alpha Values which are above 0.6 marks, and therefore all the variables in the instrument are deemed reliable.

3.11. Data Processing and Analysis

3.11.1. Data Processing

According to Oketch (2000) data processing is the collection and manipulation of items of data to produce meaningful information. For case of reporting and interpretation, the data obtained was checked, edited, coded, and arranged into frequency tables and figures for validation before processing for the presentation of the findings. The questionnaire data was converted into numbers for each of value and the analysis that only accepts numerical data was used, frequencies and percentages were used to process data.

3.11.1 Data analysis

The data was analyzed using the inferential statistics with the aid of Statistical Packages for Social Sciences (SPSS) which besides being user friendly, was appropriate for handling standard deviation, inferential statistical models like correlations and regression were used to measure the effects of motivation on Employees performance.

3.12 Ethical considerations

The nature of this study indicates the existence of some potential ethical problems in the areas that was related to the confidentiality, disclosures, avoidance of false or deceptive statements, institutional approval, informed consent to research inducements for research participation and reporting of research results. All responsible precautions were taken regarding the collection of both primary and secondary data and reporting of the results. In addition, the study focused on

the limits of the confidentiality pursuant to an ethical code of conduct that made every attempt to keep private and confidential identities of all the respondents. As a result, the researcher stated in all instruments (questionnaire and interview guide) that all information that was provided by the respondents was for research purposes only, and was treated with strict confidence. Clearance was sought from the University where a letter was provided from the Dean of school of Business Administration while consent of the respondents was also sought from them before administering the questionnaire and interview guide.

CHAPTER FOUR

MONETARY REWARDS AND EMPLOYEES' PERFORMANCE AT DAS HANDLING LIMITED

4.0 Introduction

This chapter presents the findings on the effect of Monetary rewards and employees' performance at DAS. The bond between the employer and the employee is very important and crucial. This relationship is based on the respect from the employer to the employee to motivate him/her to a larger extent. The employer has to give the respect to the employees by symbolic monetary rewards after observing the performance of the employees. By these types of symbolic rewards, employees can get motivated and improve their performance. In order to verify this objective, a number of approaches to data analysis were employed. These included descriptive statistics, Pearson product moment, multiple regression analysis, and analysis of variance (ANOVA).

4.1 Basic pays make employees enjoy their work

The respondents were asked whether, basic pays make employees enjoy their work at DAS and these their responses are presented in table 8.

Table 8: Basic pays make employees enjoy their work

		Frequency	Percent	Cumulative Percent
Valid	Strongly Agree	19	22.9	22.9
	Agree	43	51.8	74.7
	Not Sure	8	9.6	84.3
	Disagree	8	9.6	94.0
	Strongly Disagree	5	6.0	100.0
	Total	83	100.0	

Source: Primary Data (2018)

Table 8 indicates that, 19 (22.9%) strongly agreed, 43 (51.8%) agreed, 8 (9.6%) were not sure, 8 (9.6%) disagreed and 5 (6%) strongly disagreed. Majority of the respondents agreed and this

means that basic pays make employees enjoy their work.

One of the respondents stated at interview that, every person comes to the organization while expecting to earn something, thus giving him/her monetary reward makes them to think that, they have fulfilled their expectations.

4.2. Merit pay makes employees feel part of the organization

The respondents were asked whether, merit pay makes employees feel part of the organization and these their responses are presented in table 9.

Table 9: Merit pay makes employees feel part of the organization

		Frequency	Percent	Cumulative Percent
Valid	Strongly Agree	29	34.9	34.9
	Agree	33	39.8	74.7
	Not Sure	7	8.4	83.1
	Disagree	7	8.4	91.6
	Strongly Disagree	7	8.4	100.0
	Total	83	100.0	

Source: Primary Data (2018)

Table 9 indicates that, 29 (34.9%) strongly agreed, 33 (39.8%) agreed, 7 (8.4%) were not sure, 7 (8.4%) disagreed, and 7 (8.4%) strongly disagreed. Majority of the respondents agreed and this means that, merit pay makes employees feel part of the organization.

> *Respondents noted that it is through merit that members feel very close to their employers and in turn helps to achieve the common goal.*

4.3. Giving overtime payments encourages employees to be creative

Respondents were asked whether giving overtime payments encourages employees to be creative and their responses are presented in table 10.

Table 10: Giving overtime payments encourages employees to be creative

		Frequency	Percent	Cumulative Percent
Valid	Strongly Agree	32	38.6	38.6
	Agree	31	37.3	75.9
	Not Sure	9	10.8	86.7
	Disagree	3	3.6	90.4
	Strongly Disagree	8	9.6	100.0
	Total	83	100.0	

Source: Primary Data (2018)

On the question of whether the giving overtime payments encourages employees to be creative, 32 (38.6%) strongly agreed, 31 (37.3%) agreed, 9 (10.8%) were not sure, 3 (3.6%) disagreed, and 8 (9.6%) strongly disagreed. Majority of the respondents agreed and this means that, giving overtime payments encourages employees to be creative. It was further found out that the due overtime payments motivate employees at DAS to complete tasks in the required time, as noted by one of the administrators in the organisation.

4.4. Paying employees commissions ensures employees engagement

Respondents were asked whether paying employees commissions ensures employees engagement and their responses are presented in table 11.

Table 11: Paying employees commissions ensures employees engagement

		Frequency	Percent	Cumulative Percent
Valid	Strongly Agree	27	32.5	32.5
	Agree	36	43.4	75.9
	Not Sure	6	7.2	83.1
	Disagree	10	12.0	95.2
	Strongly Disagree	4	4.8	100.0
	Total	83	100.0	

Source: Primary Data (2018)

Table 11 indicates that, 27 (32.5%) strongly agreed, 36 (43.4%) agreed, 6 (7.2%) were not sure, 10 (12%) disagreed, and 4 (4.8%) strongly disagreed. Majority of respondents agreed with statement that, paying employees commissions ensures employees engagement.

A respondent stated at interview that most of the heavy tasks are accomplished due to the additional payment in form of commissions.

4.5. Paying employees bonuses leads to job satisfaction

Respondents were asked whether paying employees' bonuses leads to job satisfaction and their responses are presented in table 12.

Table 12: Paying employees bonuses leads to job satisfaction

		Frequency	Percent	Cumulative Percent
Valid	Strongly Agree	28	33.7	33.7
	Agree	16	19.3	53.0
	Not Sure	11	13.3	66.3
	Disagree	18	21.7	88.0
	Strongly Disagree	10	12.0	100.0
	Total	83	100.0	

Source: Primary Data (2018)

A question whether paying employees bonuses leads to job satisfaction and 28 (33.7%) strongly agreed, 16 (19.3%) agreed, 11(13.3%) were not sure, 18(21.7%) disagreed, and 10 (12%) strongly disagreed. Majority of the respondents agreed with the statement and this means that, paying employees bonuses leads to job satisfaction

The human resource manager of DAS told the researcher that, bonuses are paid to employees so as to achieve their objectives and this motivates them to accomplish their tasks.

4.6. Health allowances encourages job satisfaction at DAS

Respondents were asked whether health allowances encourages job satisfaction at DAS and their

responses are presented in table 13.

Table 13: Health allowances encourages job satisfaction at DAS

		Frequency	Percent	Cumulative Percent
Valid	Strongly Agree	31	37.3	37.3
	Agree	32	38.6	75.9
	Not Sure	7	8.4	84.3
	Disagree	8	9.6	94.0
	Strongly Disagree	5	6.0	100.0
	Total	83	100.0	

Source: Primary Data (2018)

Table 13 indicates that, 31 (37.3%) strongly agreed, 32 (38.6%) agreed, 7 (8.4%) were not sure, 8 (9.6%) disagreed, and 5 (6%) strongly disagreed. Majority of the respondents agreed and this implies that, health allowances encourage job satisfaction at DAS.

> *One of the respondents stated at interview that health allowances are given in order to make employees comfortable when they are performing their duties. Employees of DAS also told the researcher that, employees do work for money but they work even more for meaning in their lives.*

4.7. Hypothesis Testing

The study tested whether there is a significant relationship between monetary reward and Employees' performance at DAS. In order to examine the nature of relationship between monetary rewards and Employees' performance, correlation, regression, Anova and coefficients tests were performed. The results are summarized in the proceeding tables.

Table 14: Correlation Analysis Matrix

		Monetary reward	Employees' performance
Monetary reward	Pearson Correlation	1	0.754**
	Sig. (2-tailed)		0.000
	N	40	40
Employees' performance	Pearson Correlation	0.754**	1
	Sig. (2-tailed)	0.000	
	N	40	40

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

The correlation results in table 14 revealed a positive significant relationship between Monetary reward and Employees' performance (r = 0.754**, p<0.05). This implies that via negotiation and contract award, staff members of CAA have the capacity to improve service delivery at DAS. The study through interviews with respondents revealed that staff members are allowed to talk to each and discuss matters that may affect decision making. It should be noted that monetary reward is part of effective communication which is a tool for Employees' performance in any organization. Therefore, it can be suggested that utilizing monetary reward results into Employees' performance.

Regression Analysis

Regression analysis was performed in order to establish the extent to which monetary reward explains the degree of variance in employees' performance. The result obtained is presented in the model summary table 15:

Table 15: Regression Analysis Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.754a	0.568	0.563	0.47784

a. **Predictors: (Constant), Monetary rewards**

The regression analysis result in table 15 revealed that monetary reward contributes up to 56.3% towards Employees' performance in DAS (Adjusted R square= 0.563, SEE = 0.47784). This

means the remaining percentage (43.7%) is contributed by other factors. It also implies that when monetary reward is utilized, Employees' performance will also be achieved.

ANOVA Analysis

ANOVA analysis was performed to test the hypothesis that monetary rewards significantly relate with employees' performance. The results are summarized in table 16.

Table 16: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.499	1	28.499	124.812	0.000b
	Residual	21.691	95	0.228		
	Total	50.190	96			

a. Dependent Variable: Employees' performance

b. Predictors: (Constant), Monetary reward

According to the ANOVA test results in the table 15, it is revealed that Monetary rewards significantly enhances Employees' performance (F=124.81, P<0.05). This implies that best practices towards monetary rewards have the capacity of influencing Employees' performance in DAS.

Table 17: Coefficient Test Result

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.190	0.287		0.663	0.509
	Monetary rewards	0.838	0.075	0.754	11.172	0.000

a. **Dependent Variable: Employees' performance**

In table 17, the coefficient test result show that monetary rewards significantly influence Employees' performance as reflected with beta value=0.754, t=11.172, P<0.01). This implies that the implementation of monetary rewards will have a positive impact on the nature service delivery of DAS.

JOB DESIGN AND EMPLOYEES' PERFORMANCE AT DASHANDLING LIMITED

5.0 Introduction

This chapter is designed to answer the second research objective. It reports on ways in which job design encourages employees' performance at DAS. The basic unit of a job is the performance of specific tasks and duties. Information that is collected about these items include: frequency, duration, effort, skill, complexity, equipment, standards, etc. many questions were put forward for respondents are results are presented in the proceeding tables.

5.1 Job design is a vital tool in taking a variety of human resource decision

Table 18: Job design is a vital tool in taking a variety of human resource decision

		Frequency	Percent	Cumulative Percent
Valid	Strongly Agree	16	19.3	19.3
	Agree	38	45.8	65.1
	Not Sure	7	8.4	73.5
	Disagree	17	20.5	94.0
	Strongly Disagree	5	6.0	100.0
	Total	83	100.0	

Source: Primary Data (2018)

A question on whether Job design is a vital tool in taking a variety of human resource decision and 17 (19.3%) strongly agreed, 38 (45.8%) agreed, 7 (8.4%) were not sure, 17 (20.5%) disagreed, and 5 (6%) strongly disagreed. Most of the respondents agreed and this means that job design is used to design and execute a number of human resource management activities and program. The human resource manager of DAS told the researcher that, job design helps in forecasting manpower requirements based on the knowledge, skills and quality of manpower

needed in organization.

5.2. The environment at DAS enables employees to accomplish tasks

Table 19: The environment at DAS enables me to accomplish tasks quickly and efficiently

		Frequency	Percent	Cumulative Percent
Valid	Strongly Agree	26	31.3	31.3
	Agree	31	37.3	68.7
	Not Sure	10	12.0	80.7
	Disagree	16	19.3	100.0
	Total	83	100.0	

Source: Primary Data (2018)

A question on whether the environment at DAS enables employees to accomplish tasks quickly and efficiently and 26 (31.3%) strongly agreed, 31 (37.3%) agreed, 10 (12%) were not sure, and 16 (19.3%) disagreed. Majority of the respondents agreed with statement and this implies that, the environment at DAS enables me to accomplish tasks quickly and efficiently.

> *One of the respondents stated at interview that a lot of money has been invested in resources that make it easy for employees to accomplish tasks quickly and efficiently. This implies that a conducive environment coupled with availability of enough resources motivates employees to accomplish tasks quickly and efficiently.*

5.3. The job design at DAS encourages employee involvement

Respondents were asked whether job design at DAS encourages employee involvement and their responses are presented in table 20.

Table 20: The job design at DAS encourages employee involvement

		Frequency	Percent	Cumulative Percent
Valid	Strongly Agree	34	41.0	41.0
	Agree	18	21.7	62.7
	Not Sure	7	8.4	71.1
	Disagree	13	15.7	86.7
	Strongly Disagree	11	13.3	100.0
	Total	83	100.0	

Source: Primary Data (2018)

Table 20 indicates that, 34 (41%) strongly agreed, 18 (21.7%) agreed, 7 (8.4%) were not sure, 13 (15.7%) disagreed, and 11 (13.2%) strongly disagreed. Majority of the respondents agreed with the statement and this means that, job design at DAS encourages employee involvement which in turn improves their performance.

Findings through interviews revealed that, employee's job involvement and performance increases if the job design is aligned with the employee psychological requirements and perceptions. Employees told the researcher that, an effective job design for the employees increases their involvement in the job, they enjoy performing tasks and exert all cognitive, emotional and physical energies to achieve goals.

5.4. DAS enables work outcomes to be high quality

Table 21: DAS has enabled my work outcomes to be high quality

		Frequency	Percent	Cumulative Percent
Valid	Strongly Agree	17	20.5	20.5
	Agree	20	24.1	44.6
	Not Sure	9	10.8	55.4
	Disagree	31	37.3	92.8
	Strongly Disagree	6	7.2	100.0
	Total	83	100.0	

Source: Primary Data (2018)

Respondents were required to provide information on whether DAS enables work outcomes to be high quality and 17 (20.5%) strongly agreed, 20 (24.1%) agreed, 9 (10.8%) were not sure, 31 (37.3%) disagreed, and 6 (7.2%) strongly disagreed. This indicates that not every employee has an opportunity to access facilities that produce the high quality outcomes due to the difference in management levels.

5.5. DAS environment enables employees to beat team targets

Table 22: The environment in DAS has enabled employees beat team targets

		Frequency	Percent	Cumulative Percent
Valid	Strongly Agree	23	27.7	27.7
	Agree	26	31.3	59.0
	Not Sure	5	6.0	65.1
	Disagree	19	22.9	88.0
	Strongly Disagree	10	12.0	100.0
	Total	83	100.0	

Source: Primary Data (2018)

A question on whether DAS enables employees to beat team targets and 23 (27.7%) strongly agreed, 26 (31.3%) agreed, 5 (6%) were not sure, 19 (22.9%) disagreed, and 10 (12%) strongly

disagreed.

The human resource officer of DAS stated that each department has targets and a conducive environment has to be provided to employees to beat those targets. This implies that in order to beat targets in time, it is important to a job design favourable to them.

5.6. DAS has expanding tasks which increases responsibility

Table 23: DAS has expanded my tasks which has increased my amount of responsibility

		Frequency	Percent	Cumulative Percent
Valid	Strongly Agree	23	27.7	27.7
	Agree	31	37.3	65.1
	Not Sure	7	8.4	73.5
	Disagree	10	12.0	85.5
	Strongly Disagree	12	14.5	100.0
	Total	83	100.0	

Source: Primary Data (2018)

A question on whether DAS expands tasks which increases the amount of responsibility and 23 (27.7%) strongly agreed, 31 (37.3%) agreed, 7 (8.4%) were not sure, 10 (12%) disagreed, and 12 (14.5%) strongly disagreed. Schyns (2008) further states that expansion of tasks depends on one's position he/she is holding and maybe if one is on leave and his junior or senior takes his/her responsibilities. This indicates that an increment in responsibility motivates employees in way that they feel that the organisation counts on them to accomplish those tasks in anticipation of rewards.

5.7. DAS gives employees an opportunity to use variety of their abilities in accomplishing tasks

Table 24: DAS gives me the opportunity to use variety of my abilities in accomplishing my tasks

		Frequency	Percent	Cumulative Percent
Valid	Strongly Agree	33	39.8	39.8
	Agree	20	24.1	63.9
	Not Sure	6	7.2	71.1
	Disagree	9	10.8	81.9
	Strongly Disagree	15	18.1	100.0
	Total	83	100.0	

Source: Primary Data (2018)

Respondents were asked DAS gives employees opportunity to use variety of their abilities in accomplishing my tasks and 33 (39.8%) strongly agreed, 20 (24.1%) agreed, 6 (7.2%) were not sure, 9 (10.8%) disagreed, and 15 (18.1%) strongly disagreed. Muhsan (2012) states that, each employees use a variety of their abilities to accomplish tasks as long as it is not contrary to the company policies and requirements. This implies that this kind of freedom motivates employees to feel free to express their abilities which may at some point lead to promotion depending on how favourable those abilities are to their productivity.

5.7 Hypothesis testing

The study tested whether there was significant relationship between job design and employees' performance of DAS. In order to establish the nature of relationship between Job design and employees' performance of DAS, inferential statistical analyses were performed to establish the correlation, regression, ANOVA and Coefficients. The results are presented in the proceeding

tables.

Correlation Analysis

Table 25: Correlation Analysis Matrix

		Job design	Employees' performance
Job design	Pearson Correlation	1	0.280**
	Sig. (2-tailed)		.000
	N	40	40
Employees performance	Pearson Correlation	0.280**	1
	Sig. (2-tailed)	.000	
	N	40	40

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

The correlation results in table 25 revealed a positive significant relationship between Job design and employees' performance($r = 0.280$, $p<0.01$). The correlation of ($r=0.280$) is an indication that once job design improves will automatically improve on the employees performance.

Regression Analysis

The regression analysis test was performed to establish the degree of job design have on employees' performance at DAS. The findings are summarized in the model summary under table 26.

Table 26: Regression Analysis Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.780a	.608	.631	.53705

a. Predictors: (Constant), Job design

The results in table 26 showed that Job design contributes 63% to employees' performance (Adjusted R Square=0.631) and this means that, the remaining percentage is contributed by other factors. This finding suggests that Job design have the capacity to improve employees'

performance at DAS.

Table 27: ANOVA Test

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	5.603	1	5.603	19.427	.000b
	Residual	66.049	229	.288		
	Total	71.653	230			

a. **Dependent Variable: employees' performance**

b. **Predictors: (Constant), Job design**

According to the ANOVA test results in the table 27, it was revealed that Job design is significant in enhancing employees' performance (F=19.427, P<0.01). This implies that there is a significant relationship between Job design and employees' performance at DAS.

Table 28: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.112	.389		18.291	.000
	Job design	.430	.098	.280	4.408	.000

a. **Dependent Variable: Employees' performance**

According to table 28, it is confirmed that Job design significantly influence Employees' performance which is established as (Beta value=0.280, t=4.408, P<0.05). Job design is believed to cause positive change in reducing costs at DAS.

CHAPTER SIX

JOB TRAINING AND EMPLOYEES' PERFORMANCE AT DAS HANDLING

LIMITED

6.1 Introduction

This chapter is designed to answer the third research objective. It reports on ways in which DAS provides job training to achieve a sense of belonging, commitment and trust from employees.

6.1 Job training improves employees' confidence

Respondents were asked to state whether job training improves employees' confidence at DAS and their responses are presented in table 29.

Table 29: Job training improves employees' confidence

		Frequency	Percent	Cumulative Percent
Valid	Strongly Agree	23	27.7	27.7
	Agree	26	31.3	59.0
	Not Sure	12	14.5	73.5
	Disagree	14	16.9	90.4
	Strongly Disagree	8	9.6	100.0
	Total	83	100.0	

Source: Primary Data (2018)

Table 29 indicate that 23 (27.7%) strongly agreed, 26 (31.3%) agreed, 12 (14.5%) were not sure, 14 (16.9%) disagreed, and 8 (9.6%) strongly disagreed. This indicates that DAS recognizes employee's efforts towards self-development by rewarding them according to performances.

> *The study through interviews with respondents revealed that, employees are motivated to do something if they have the mental ability and skills to accomplish it. Respondents told the researcher that, when employees are trained, they get the knowledge of hoe to deconstruct tasks and challenges and thereby feel less intimidated by their jobs/tasks.*

6.2. Job training eliminates risks and errors

Respondents were asked to state whether Job training eliminates risks and errors at DAS and their responses are presented in table 30.

Table 30: Job training eliminates risks and errors

		Frequency	Percent	Cumulative Percent
Valid	Strongly Agree	17	20.5	20.5
	Agree	28	33.7	54.2
	Not Sure	6	7.2	61.4
	Disagree	16	19.3	80.7
	Strongly Disagree	16	19.3	100.0
	Total	83	100.0	

Source: Primary Data (2018)

Respondents were asked whether Job training eliminates risks and errors and 17 (20.5%) strongly agreed, 28 (33.7%) agreed, 6 (7.2%) were not sure, 16 (19.3%) disagreed, and 16 (19.3%) strongly disagreed. The study found out that, it is from employee problems that management finds out why there are loops holes in carrying out their duties and therefore find ways of solving them to motivate employees. The findings here show that a lot has to be done in understanding employees problems through training so as not to have a drawback in motivating them.

6.3. Job training brings sense of security which in turns staff turnover and absenteeism.

Respondents were asked to state whether Job training brings sense of security which in turns staff turnover and absenteeism at DAS and their responses are presented in table 31.

Table 31: Job training brings sense of security which in turns staff turnover and absenteeism.

		Frequency	Percent	Cumulative Percent
Valid	Strongly Agree	26	31.3	31.3
	Agree	26	31.3	62.7
	Not Sure	8	9.6	72.3
	Disagree	14	16.9	89.2
	Strongly Disagree	9	10.8	100.0
	Total	83	100.0	

Source: Primary Data (2018)

A question on whether job training brings sense of security which in turns staff turnover and absenteeism was asked and 26 (31.3%) strongly agreed, 26 (31.3%) agreed, 8 (9.6%) were not sure, 14 (16.9%) disagreed, and 9 (10.8%) strongly disagreed. Majority of respondents and this means that, job training brings sense of security which in turns staff turnover and absenteeism and this is because training makes the employee earn confidence to do a job thereby improving their attitude hence motivation.

6.4. Job training helps to manage change by increasing the understanding and involvement of employees in the change process

Respondents were asked to state whether job training helps to manage change by increasing the understanding and involvement of employees in the change process at DAS and their responses are presented in table 32.

Table 32: **Job rotation helps to manage change by increasing the understanding and involvement of employees in the change process**

		Frequency	Percent	Cumulative Percent
Valid	Strongly Agree	16	19.3	19.3
	Agree	38	45.8	65.1
	Not Sure	10	12.0	77.1
	Disagree	16	19.3	96.4
	Strongly Disagree	3	3.6	100.0
	Total	83	100.0	

Source: Primary Data (2018)

A question on whether job training helps to manage change by increasing the understanding and involvement of employees in the change process was asked and 16 (19.3%) strongly agreed, 38 (45.8%) agreed, 10 (12%) were not sure, 16 (19.3%) disagreed, and 3 (3.6%) strongly disagreed. The study revealed that, employee does one kind of job week-in week-out, they will always get de-motivated to carry on with their work more especially when the work is not very challenging. *Respondents suggested that employees need to be rotated around the organization to meet new challenging tasks in order to keep their minds busy and feel like they are doing something for the organization.*

6.5. Trained workforce enables effectiveness and competitiveness

Respondents were asked to state whether trained workforce enables effectiveness and competitiveness at DAS and their responses are presented in table 33.

Table 33: Trained workforce enables effectiveness and competitiveness

		Frequency	Percent	Cumulative Percent
Valid	Strongly Agree	25	30.1	30.1
	Agree	35	42.2	72.3
	Not Sure	11	13.3	85.5
	Disagree	7	8.4	94.0
	Strongly Disagree	5	6.0	100.0
	Total	83	100.0	

Source: Primary Data (2018)

Table 33 indicates that, 25 (30.1%) strongly agreed, 35 (42.2%) agreed, 11 (13.3%) were not sure, 7 (8.4%) disagreed, and 5 (6%) strongly disagreed. Majority of respondents agreed with statement and this means that, trained workforce enables effectiveness and competitiveness.

In an interview with one of the respondents, she indicated that the respect from top management and sub managers as well as heads of departments is the reason why there are fewer crises amongst them. This implies that, effectiveness and competitiveness of training at DAS prevails and it motivates them to work together to accomplish task.

6.6. Job training ensures responsibility and relationship building

Respondents were asked to state whether job training ensures responsibility and relationship building at DAS and their responses are presented in table 34.

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Table 34: Job training ensures responsibility and relationship building

		Frequency	Percent	Cumulative Percent
Valid	Strongly Agree	20	24.1	24.1
	Agree	42	50.6	74.7
	Not Sure	11	13.3	88.0
	Disagree	3	3.6	91.6
	Strongly Disagree	7	8.4	100.0
	Total	83	100.0	

Source: Primary Data (2018)

Findings in table 34 indicates that, 20 (24.1%) strongly agreed, 42 (50.6%) agreed, 11 (13.3%) were not sure, 3 (3.6%) disagreed, and 7 (8.4%) strongly disagreed. Majority of respondents agreed with statement and this implies that relationship building among employees motivates them a lot because it is a sign of appreciation for what they have been doing.

6.6. Job training equips employees with skills and knowledge to perform their duties

Respondents were asked to state whether job training equips employees with skills and knowledge to perform their duties at DAS and their responses are presented in table 35.

Table 35: Job training equips employees with skills and knowledge to perform their duties

		Frequency	Percent	Cumulative Percent
Valid	Strongly Agree	21	25.3	25.3
	Agree	25	30.1	55.4
	Not Sure	7	8.4	63.9
	Disagree	14	16.9	80.7
	Strongly Disagree	16	19.3	100.0
	Total	83	100.0	

Source: Primary Data (2018)

Table 35 reveals that, 21 (25.3%) strongly agreed, 25 (30.1%) agreed, 7 (8.4%) were not sure, 14

(16.93%) disagreed, and 16 (19.3%) strongly disagreed. Majority of respondents agreed and this means that, Job training equips employees with skills and knowledge to perform their duties at DAS.

6.7. Job training encourages employees to provide quality services

Respondents were asked to state whether Job training encourages employees to provide quality services at DAS and their responses are presented in table 36.

Table 36: Job training encourages employees to provide quality services

		Frequency	Percent	Cumulative Percent
Valid	Strongly Agree	26	31.3	31.3
	Agree	36	43.4	74.7
	Not Sure	9	10.8	85.5
	Disagree	6	7.2	92.8
	Strongly Disagree	6	7.2	100.0
	Total	83	100.0	

Source: Primary Data (2018)

A question on whether job training encourages employees to provide quality services was asked and 26 (31.3%) strongly agreed, 36 (43.4%) agreed, 9 (10.8%) were not sure, 6 (7.2%) disagreed, and 6 (7.2%) strongly disagreed.

In an interview with one of the respondents, it was revealed that, DAS support staff in work related courses, giving them time off to study, others welcome any form of learning and offer support financially, believing that a fulfilled member of staff is a more balanced and productive employee which helps them to produce quality services.

6.8. Job training promotes supervisor support

Respondents were asked to state whether Job training promotes supervisor support at DAS and their responses are presented in table 37.

Table 37: Job training promotes supervisor support

		Frequency	Percent	Cumulative Percent
Valid	Strongly Agree	28	33.7	33.7
	Agree	36	43.4	77.1
	Not Sure	11	13.3	90.4
	Disagree	3	3.6	94.0
	Strongly Disagree	5	6.0	100.0
	Total	83	100.0	

Source: Primary Data (2018)

A question on whether Job training promotes supervisor support was asked and 28 (33.7%) strongly agreed, 36 (43.4%) agreed, 11 (13.3%) were not sure, 3 (3.6%) disagreed, and 5 (6%) strongly disagreed.

Most of the respondents stated that supervisor support is mainly acquired through delegation especially when a boss is on leave and leaves the authority to his junior staff. It was revealed that, nothing motivates employees like assigning him/her authority that is above him. It gives such employee a chance to make decisions at the highest level of management.

6.9. Hypothesis testing

In order to examine the nature of relationship between Job training and performance, correlation, regression, Anova and coefficients tests were performed on the data collected. The results are summarized in the proceeding tables.

Table 38: Correlation coefficient

		Job training	Employee's performance
Job training	Pearson Correlation	1	0.754**
	Sig. (2-tailed)		0.000
	N	150	150
Employee's performance	Pearson Correlation	0.654**	1
	Sig. (2-tailed)	0.000	
	N	150	150

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

The correlation result revealed a positive significant relationship between Job training and employee's performance (r = 0.654**, p<0.05). This implies that Job training influence employee's performance in DAS. It is suggested that utilizing job training results into employee's performance. This is the fact that, job training equips employees with the necessary skills to perform their duties and hence better performance.

Regression Analysis

Regression analysis was performed in order to establish the extent to which job training explained the degree of variance in performance. The result obtained is presented in the model summary table that follows:

Table 39: Regression Analysis Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.654a	0.4277	0.4144	0.47784

a. Predictors: (Constant), Job training

The regression analysis result in table 39 revealed that job training contributes up to 42.7% to

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employee's performance in DAS (Adjusted R square= 0.4277, SEE = 0.47784). This means the remaining percentage (57.2%) is contributed by other factors outside the scope of this study. The results also showed that 43% of employees who had received training were doing well hence the conclusion that relevant training is positively related to employees performance and recommendation that of the need for employees of DAS to get trained in an area that is relevant to their employment.

ANOVA Analysis

ANOVA analysis was performed to test the hypothesis that job training significantly relate with performance. The results are summarized in table 40 below:

Table 40: Analysis of Variance

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	28.499	1	28.499	124.812	0.000b
	Residual	21.691	95	0.228		
	Total	50.190	96			

 a. Dependent Variable: Employee's performance

 b. Predictors: (Constant), Job training

According to the ANOVA test results in the table 40, it is revealed that Job training significantly influences employee's performance (F=124.81, P<0.01).   These results are supported by Albeiti (2015), in their study of the effect of provision of motivation on the employee's performance under UN using a sample of 86 established that training had a significant positive impact on the employee's performance with a standardized beta coefficient of 0.281which indicated that a unit increase in the motivation resulted to a 28.1% increase in employees performance.

CHAPTER SEVEN

HARMONIZATION OF MOTIVATION AND EMMPLOYEES' PERFORMANCE AT DAS

7.0 Introduction

This chapter is towards the harmonizing the effect of motivation on employee performance at DAS in aviation industry. Information is derived from the findings discussed in the previous chapters as per the study objectives and the research questions.

7.1 Monetary rewards and employees performance

Many different scholars have agreed and disagreed on the ways employees should be motivated. Some of them assert that in order to motivate an individual, a financial benefit has to be foregone by the motivator whereas others believe that money is not a true motivator hence both financial and nonfinancial rewards are considered in the discussion below;

Findings from the study revealed that DAS recognizes employee's efforts towards self-development by giving them monetary rewards. This is one of the best employee motivators and it entices other employees to work hard so as to win the same awards. Brazing (2005) notes that, though monetary methods of rewards have little value, many firms still use money as a major rewarding. She adds that wages are normally paid per hour worked and workers receive money at the end of the week and overtime paid for any additional hours worked for whereas salaries are based on a year's work and are paid at the end of each month and these makes employee to work in order to achieve their financial. The study through interviews with respondents revealed that, DAS pays some of its employees per service produced in a certain period of time and this helps them to work hard for extra earning and this is in agreement with Bates (2006) who asserts that piece rate increases speed of work and therefore productivity. This was also supported by Bakker et al (2011) who notes that though the employees will care less about the quality of their

work, their speed increases and this because the more the work done the more the pay.

The study also revealed that DAS pays money to the best performers mostly those employees who meet their set targets. The targets are often evaluated and reviewed in regular appraisals with managers and this is in line with Cole (2011) who states that, this system is increasingly used by organizations worldwide because it reduces the amount of time spent on industrial relations and he therefore recommends its use. However, Glassock and Gram (1995) discourages the use of this practice of motivation by asserting that it can be very difficult to measure Employee Performance more especially those in the service industry and that the practice does not promote teamwork. The study through interviews with respondents also revealed that, employees are paid additional money as bonus for the work done and this normally done when employees function as a team and the whole team is rewarded for a job well done. The human resource manager of DAS stated that, this boost morale both personally and collectively. It was reveled that, employee incentive programs such as small bonuses serve to better the morale of an individual employee and that of a group as a whole by making them more satisfied. This is in agreement with Daft (2007) study which concluded that since everybody wants to feel appreciated and special for the work done, they can therefore be motivated by appreciating them and making them feel special. He adds that the more satisfied the employee is, the better he/she will perform. However, Elworth (2005) disagreed by stating that, non-financial incentives are the most important motivators of human behavior in terms of the needs of human beings. He refers non-financial incentives to non-monetary ways of rewarding employees. They are opportunities that help employees in the accomplishments of the set goals;

7.2 Job design and employees' performance at Das Handling Limited

The study found out that job design is a vital tool in taking a variety of human resource decision, the environment at DAS enables employees to accomplish tasks and this is done through job

enlargement which is the assessment of workers additional activities, thus increasing the number of activities they perform. This is inline with Ivancevich, (1999) who states that, job enlargement is where the number of tasks associated with a job is increased to add greater variety to activities, thus reducing monotony.

The study through interviews with respondents revealed that, job design help employees to build the sense of self management and self-sufficiency and this supported by Kaymaz (2010) who states that, job design is a process where management give increasing responsibilities which are often assigned to the superiors to the employees. Effective job design is the measure of the degree to which the employee is involved in his tasks and assignments (Bennett, 2013). However, some respondents from DAS told the researcher that, some of the employees are not happy with their job design with the tasks that they feel encouraged and motivated to perform. This is because they are not involved in the work related activities which clearly forecasts their output and organizational success.

It was further discovered that, job design plays a crucial role in the achievement of employees performance as well as personal goals and this is because it specifies the contents or methods of any job in such a way that various requirements of the job holder can be effectively satisfied and good performance. However, this was in disagreement with Osei (2011) who state that, not every employee has an opportunity to access job facilities that produce the high quality outcomes due to the difference in management levels. This de-motivates employees because they see it as unfair. Therefore, DAS must invest in resources that make it easy for employees to accomplish tasks quickly and efficiently. The environment in the organization should be user friendly so as to enable employees accomplish tasks easily.

7.3 Job training and employees' performance at Das Handling Limited

In an interview with one of the respondents, he stated that at the stage of hiring, the HR Department gives appointment letters to every selected employee to ensure job placement and

also as confirmation to job acquisition. This implies that enrolling employees on a payroll motivates employees to perform their duties as required with anticipation of a pay at the end the month.

Most of the respondents stated that training is mainly acquired through delegation especially when a supervisor is on leave and leaves the authority to his junior staff. It was revealed that, nothing motivates employees like assigning him/her authority that is above him. It gives such employee a chance to make decisions at the highest level of management. This is in agreement with Saavedra and Kwun (2010) who state that, training through delegation is more relevant and responsive to employees' performance due to changing organizational needs and training strategies, which permit a timely response.

Results from the study also indicated that most of the respondents feel competent to perform tasks required for their positions due to training they receive through rotation process. It was further discovered that, DAS carries out competency-based training to integrate employees into performance appraisals, hiring practices, succession planning, as well as on-boarding orientations and other forms of employee communication. This is in agreement with Uzona (2013) who states that, training and personnel development has long been seen as a way not only to ensure highly skilled staff but also to increase self – esteem, commitment and motivation and embed a learning culture which in turn improves performance. The study discovered that, DAS support staff in work related courses, giving them time off to study, others welcome any form of learning and offer support financially, believing that a fulfilled member of staff is a more balanced and productive employee. This is supported by Chhabra (2010) who says that, employees should always be treated as machines in the organization and therefore, must be equipped with driving force which always attained through training.

CHAPTER EIGHT

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

8.0 INTRODUCTION

This chapter presents the summary, conclusion and recommendations to the study.

8.1 Summary

The summary is presented in accordance with the study objectives, the agree or disagree rate was derived by adding both strongly agree and agree or strongly disagree and disagree.

Monetary rewards and employees' performance

As presented in chapter, most respondents indicated that, basic pays make employees enjoy their work (basing on (basing on 74.7% agree rate), merit pay makes employees feel part of the organization (basing on 75% agree rate), giving overtime payments encourages employees to be creative (basing on 76% agree rate), paying employees commissions ensures employees' engagement (basing on 75.9% agree rate), paying employees bonuses leads to job satisfaction (basing on 53% agree rate) and health allowances encourages job satisfaction at DAS (basing on 76% agree rate).

Job design and employees' performance at DAS

As presented in chapter five, majority of the respondents indicated that, (basing on 65.1% agree rate), job design is a vital tool in taking a variety of human resource decision, (basing on 68.3% agree rate), the environment at DAS enables employees to accomplish tasks (basing on 65% agree rate), the job design at DAS encourages employee involvement (basing on 62.7% agree rate), DAS enables work outcomes to be high quality (basing on 44.6% agree rate), DAS environment enables employees to beat team targets (basing on 59% agree rate), DAS has expanding tasks which increases responsibility (basing on 65% agree rate) and DAS gives employees an opportunity to use variety of their abilities in accomplishing tasks (basing on

63.9% agree rate). However, the study also through interviews discovered that, some employees are placed on a job without knowing what they are supposed to do which hinders their performance.

Job training and employees' performance at das handling limited

As presented in chapter six, most respondents indicated that, job training improves employees' confidence (basing on 59% agree rate), job training eliminates risks and errors (basing on 54.3% agree rate), job training brings sense of security which in turns staff turnover and absenteeism (basing on 62.6% agree rate), job training helps to manage change by increasing the understanding and involvement of employees in the change process (basing on 65.1% agree rate), trained workforce enables effectiveness and competitiveness (basing on 73.2% agree rate), job training ensures responsibility and relationship building (basing on 75.7% agree), job training equips employees with skills and knowledge to perform their duties (basing on 55.4% agree rate), job training encourages employees to provide quality services (basing on 74.7% agree rate), job training promotes supervisor support (basing on 77.1% agree rate).

8.2 Conclusion

The conclusions to the study were based on study objectives.

Monetary rewards and employees' performance

The study found out that, merit pay makes employees feel part of the organization,

Overtime payments encourage employees to be creative and paying employees commissions ensures employees engagement.

Job design and employees' performance at DAS

The study further discovered that, the environment at DAS enables employees to accomplish, tasks, the job design at DAS encourages employee involvement, DAS environment enables employees to beat team targets and DAS gives employees an opportunity to use variety of their

abilities in accomplishing. In addition, the study also found out that the organisation provides the best conducive environment because most of the duties assigned to each employee are so sensitive and require high standard accomplishment.

Job training and employees' Performance at DAS handling limited

The study found out that, job training encourages employees to provide quality services, job training ensures responsibility and relationship building, job training promotes supervisor support and job training improves employees' confidence. The study also revealed that, employee does one kind of job week-in week-out, they always get de-motivated to carry on with their work more especially when the work is not very challenging.

8.3 Recommendations

Basing on the study findings, the following recommendations were deduced;

DAS should analyzing the work duties, tasks, and responsibilities that need to be accomplished by the employee before filling the position, this will clearly describe what an employee is supposed to do.

The study also recommended that, employees need to be rotated around the organization to meet new challenging tasks in order to keep their minds busy and feel like they are doing something for the organization.

8.4 Areas of further study

i.   The impact of motivation on staff productivity in DAS handling services

ii.   The effects of Motivation on staff turn over in aviation industry in Uganda

iii. Motivation and service delivery at DAS handling services

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APPENDICES

Appendix I: Self Administered Questionnaire

Dear respondents,

I am Ssenyimba Livingstone, a student of Nkumba University pursuing a Master's Degree in Human resource management of Nkumba University. I am currently conducting a study on motivation and performance in the aviation industry in Uganda: a case study of the DAS. The study is purely for academic purposes and the information given will be treated with utmost confidentiality.

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

SECTION A: **Background information**

Tick or write answers in full where applicable.

1. Gender

Male   ☐   b) Female   ☐

2. Marital status:

Single   ☐   b) Married   ☐   c) Widow(er)   ☐   d) Divorced   ☐

3. Age bracket (years)

18-25   ☐   b) 26-30   ☐   c) 31-45   ☐   d) 45 and above   ☐

4. Highest level of education attained

a) Ordinary Level   ☐   b) Advanced Level   ☐   c) Tertiary   ☐

d) University   ☐

5. When did you join DAS?

a) 1year back   ☐   b) 2years back   ☐   c) 3years back   ☐   d) Above 3years back   ☐

SECTION B: Monetary rewards and Employees' Performance at DAS

On a scale of 1-5, tick in the appropriate box on how you strongly agree or disagree with the

statements given.

Scale	1	2	3	4	5
	Strongly agree	Agree	Not sure	Disagree	Strongly Disagree

1	Basic pays make employees enjoy their work					
2	Merit pay makes employees feel part of the organization					
3	Giving overtime payments encourages employees to be creative					
4	Paying employees commissions ensures employees engagement					
5	Paying employees bonuses leads to job satisfaction					

SECTION C: Job Design and Employees' Performance at DAS handling Limited

On a scale of 1-5, tick in the appropriate box on how you strongly agree or disagree with the statements given.

Scale	1	2	3	4	5
	Strongly agree	Agree	Not sure	Disagree	Strongly Disagree

Statement	1	2	3	4	5
Job design is a vital tool in taking a variety of human resource decision					
The environment at DAS enables employees to accomplish tasks					
The job design at DAS encourages employee involvement					
DAS enables work outcomes to be high quality					
DAS environment enables employees to beat team targets					
DAS has expanding tasks which increases responsibility					
DAS gives employees an opportunity to use variety of their abilities in accomplishing tasks					

SECTION D: Job training and employees' performance.

On a scale of 1-5, tick in the appropriate box on how you strongly agree or disagree with the statements given.

Scale	1	2	3	4	5
	Strongly agree	Agree	Not sure	Disagree	Strongly Disagree

Statement	1	2	3	4	5
Job training improves employees confidence					
Job training eliminates risks and errors					
Job training brings sense of security which in turns staff turn over and absenteeism					
Job training helps to manage change by increasing the understanding and involvement of employees in the change process					
Trained workforce enables effectiveness and competitiveness at DAS					
Job training ensures responsibility and relationship building					
Job training equips employees with skills and knowledge to perform their duties					
Job training encourages employees to provide quality services					
Job training promotes supervisor support					

Thank you for the co-operation

Appendix II: Interview guide

1. How old are you?

2. What is your working experience with DAS?

3. Are you motivated to do the job you do?

4. In what ways are you motivated to perform your job?

5. What are the methods used by DAS to motivate its employees?

6. How do monetary rewards affect the employees' performance at Das Handling Limited?

7. How does job design affect the employees' performance at Das Handling Limited?

8. How does job training affect employees' performance at   Das Handling Limited?