

**MOTIVATION AND EMPLOYEE PERFORMANCE IN TOWN COUNCILS OF
WAKISO DISTRICT: A CASE STUDY OF WAKISO TOWN COUNCIL**

BY

KISITU RICHARD

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DECLARATION

I Kisitu Richard declare that, this study is my original work and has never been presented to any institution or University for both professional and academic purposes. Where the work of others have been used, due acknowledgement has been done.

Signed:

Date:

.....

APPROVAL

This is to certify that this research dissertation entitled “Motivation and Employee Performance in Town Councils in Wakiso District: A Case study of Wakiso Town Council, Wakiso District, Uganda was conducted by Kisitu Richard under my supervision.

Signed;.....

Date:

ASSOC. PROF. MUGERWA E.B

DEDICATION

This study is dedicated to my beloved; Wife Katagata Asimiire, son, Ethan Raphael Kisitu and my parents.

ACKNOWLEDGEMENT

First and foremost, I thank God the Almighty for the great love and protection for seeing me through and enabling me to acquire the gift of Education and reaching at this level.

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ABSTRACT

The study is about motivation and employee performance in Town Councils in Wakiso district a case study of Wakiso Town Council. the study was guided by the following objectives: To examine how Wakiso Town Council employees are well trained and recognized for their skills, to examine how Wakiso Town Council remunerates its employees and to examine how Wakiso Town Council has set up good working conditions that enhances staff creativity to explore their talents.

The study used a case study design with both quantitative and qualitative research approaches. The study was population 55 with a sample size of 48 which was derived by using the solven's formula.

Findings indicated that the existing staff at Wakiso Town Council trains its employees mostly by providing lectures, through apprenticeship and job rotation. The findings also revealed that Wakiso Town Council engages highly motivated staff through providing leave and holiday allowances, providing productive benefits and giving its staff insurance covers. The study further revealed that Wakiso Town Council recognizes its staff by retaining the experienced employees, appreciating employees for better work done and promoting employees who perform better. The study concluded that, there is a positive relationship between motivation and employees' performance.

The study recommended that, Wakiso Town Council should introduce more other training system such as sending employees to workshops and seminars and this will keep them with required skills and Knowledge. In addition, Wakiso Town Council should increase on the salaries of employee try to implement the existing employees' performance policies by putting in place the enforcement team and this will improve on delivery time.

CHAPTER ONE

INTRODUCTION

1.1. Background of the study

The study is about motivation and employee performance in Wakiso District, a case study of Wakiso Town Council.

The study is important because Performance is the main objective of all organizations and mostly in Town Councils like Wakiso Town Council. This study on motivation and employee performance in the Wakiso Town Council is premised on the fact that Wakiso Town Council has been operating long enough(since 2000) to give the kind of academic insight the study sought to offer. Thus it is necessary to determine what proportion of motivation and thus improve the output in the performance of the Town Councils. Identifying the problems Wakiso Town Council faces on performance is important for the following reasons; The study will help the public to get proper Performance as there would be enhanced output arising from trained, creative and well remunerated employees. According to Kaliprasad (2006), a high performing organization has a culture where every part of the organization shares in elements that characterize the organization. Having a strong culture means that there is no need to dispute certain issues as everybody knows how to get the correct things done. By default, a culture that is developed will preserve what is tried and verified. When an organization culture aligns itself with an appropriate strategy that is well developed, the net result is a stronger culture and therefore a high-performing organization. This setup calls for reinforcement of existing culture by the leaders through encouraging, modeling and rewarding behaviors to the employees.

As stated by Cole (1995), there is need to study organizational Motivation periodically due to changing needs of employees, personality differences, and management attitude. Outstanding services provided by these employees create a niche in the eye of the client, which plays an important and significant role in delivering high client satisfaction. Thus it's important for management to ensure that staff at work place is motivated. An organization's long term success depends on how it remunerates, trains and makes its employees creative (Owen, Mundy, Guild and Guild, 2011). However, despite the fact that sustaining high performance is a competence that is learnable, it is a significant concern that many organizations are still unable to sustain this high performance. There are three main reasons underlying this concern. First, the organization's vision and strategy are not well supported by the organizational processes and systems as a result thereof, the organization focuses and measures issues which are wrong or rather irrelevant. Second, not having a clear understanding of the workplace in which the organization is to compete by the senior management. Should this be the case, and then the mission, vision and strategies of the organization become inappropriate. Finally, the misalignment of the employees' behavior required to effectively implement the strategy of the organization with the workplace requirements and clients. This is so true for employee behavior or management (Kaliprasad, 2006).

There are various factors that affect the performance of employees in organizations and it is the purpose of the study to analyze how motivation influences performance of employees in Wakiso Town Council while focusing on remuneration, staff training and creativity. According to Kwan and Elsentel (1992), performance refers to the ability of the business to survive and makes profits and expands. Performance refers to the accomplishment or achievement of the business

objectives (Gerald,1999). Eliot also defines performance as the act, process or manner of doing, functioning, and execution of the duties.

Performance can be measured by the quality of the work done, cost reduction, reduction of the variances among others (Bodnor,1993). Performance has different features such as continuity of the process and not annual event and individual contribution to the organization as a whole must be considered (Edvardsson, 2005). Over the past decade, Wakiso Town Council has been carrying on performance reforms focusing on streamlining the Town Council service delivery; harmonizing pay benefits; and putting in place interventions to enhance efficiency in performance. The establishment of performance policies and measures was part of the stakeholders aimed at professionalizing performance in the Town Councils. Despite the reforms, performance in the Wakiso Town Council has been and continues to draw attention from the external and internal environment (Babakus, 2007). Cameron and Pierce (1996) said that all Wakiso Town Council use training, benefits and pay to give assurance to those employees who perform better. Management of the Wakiso Town Council frequently anticipates depending on the responsibility and the power of such workers and these expectations are usually different among town councils. According to Shahzad, Bashir and Ramay (2008), there is a direct link between these factors and employee performance.

In 2017, Wakiso Town Council appointed a taskforce as an important step towards drawing a road map for the Town Council reforms. The management of Town Council was tasked to make sure that members are motivated, creative, open relations and to improve service quality. In the last two years, Wakiso Town Council has had a lot of changes in terms of remuneration, training, enhanced performance indicators and so on yet the results seem not to be proportionate to these changes. As noted by Willcoxson (2000), the two high performance approaches include a

humanistic framework and a rational process framework. Wakiso Town Council usually empower their employees, trust them and effectively connect with the community at large through involving the stakeholders who are internal to the organization. Creativity is also a strong attribute of the humanistic framework approach. While in the latter framework, organization usually are flexible enough to maintain values which are core while adjusting its output to meet new working conditions or rather new government demands. Such Wakiso Town Council are also capable of interpreting the working environment in which they are in and also have the ability to predict and act upon new opportunities that might arise in the long run. This responsiveness to the systems and infrastructure, design and deployment, employee behavior and management creates the culture of the council. It is also the set of joint principles and experiences that fundamentally define any town councils' identity and eventually guiding its behavior (Owen, Mundy, Guild and Gulid, 2011).

Motivation and employee's performance at work place is a major problem faced by many organizations, both public and private. Through motivation and performance, organizations are able to produce more or high output than would have been where motivation is only limited to specific categories of employees. As stated by Cole (1995), there are a number of needs and expectations in life and in the workplace that acts as forces to achieving organizational desired goals. These various motivation factors have been classified into two dimensions, namely, extrinsic and intrinsic motivation. Extrinsic motivation relates to 'tangible' motivation such as salary and fringe benefits at work, security, promotion, the work environment and conditions of work. Intrinsic motivation is related to 'psychological' motivation such as the opportunity to use one's ability, a sense of challenge and achievement, receiving appreciation, positive recognition, feeling that one has done a good job and comes from within a person (Herzberg 1959).

Motivation is a type of activity which is planned, systematic and it results in enhanced level of skill, knowledge and competency that are necessary to perform work effectively (Gordon, 1992). There exists a positive association between Motivation and job satisfaction. Motivation generates benefits for the employee as well as for the organization by positively influencing employee performance through the development of employee knowledge, skills, ability, competencies and behavior (Megginson, 2010).

Recognizing that an organization's employees are key to its success, many organizations are re-evaluating their methods of appraising and motivating employees Kelly (2002). According to Green (1995) motivation referred to as the initiation direction, intensity and persistence of behavior. Motivation may also be defined as the force that energizes behavior, gives direction and underlines that tendency to persist Kathlyn and David (1998). However Kristher (1986) defines motivation as the psychological process that gives behavior, purpose and direction to an individual. While Fein (1982) understands motivation as the extent to which an individual wants and chooses to engage in certain activity in a specified behavior. Motivation has many theories and some of them include equity theory which is derived from social exchange, expectation theory which means that employees will work hard hoping to get good things, goal setting which normally done by the management and many others.

Schein (1992) argues that management is responsible for creating and changing work environment that recognizes employees whose actions and activities exemplify the town council's joint viewpoint and apprehensions. Such organizations consider building an identity which is common; this enables employees of the organization to comprehend what is required of them because there is a well-unstated sense of expectation and informal rules (Kaliprasad, 2006). The Performance of employees in the Wakiso Town Council has been and continues to draw attention from the external and

internal environment. There are various factors that affect performance of employees and it is the purpose of the study to analyze those factors and come up with recommendations on how to improve performance of employees. Citizens will enjoy an extensive range of services and comprehensive or highly personalized services. Properties at this level will display excellent design quality and attention to detail (McGuire, 2011). Wakiso Town Council is one the Town Councils which have been existence for many years in Uganda; therefore it was viable to represent other town councils. The policy objectives of Wakiso Town Council include the following:

- i. Employing well trained and recognized skilled staff
- ii. Introducing advanced technology equipments
- iii. Engaging highly remunerated workers
- iv. Setting up well and good working conditions that enhances staff creativity to explore their talents
- v. Recognizing the staff on every activity performed by the Town Council

From the above policy objectives, the study is to satisfy the following objectives:

- i. Employing well trained and recognized skilled staff
- ii. Engaging highly remunerated workers through remuneration systems
- iii. Setting up well and good working conditions that enhances staff creativity to explore their talent

1.2. The Problem Statement

Although Wakiso Town Council has clear objectives aimed at improving the performance of employees, its timeliness has been questionable. These involve unsatisfactory services rendered in form of; poor quality services, delays in serving citizens in the past three years. Despite the

objectives of the Town Council aimed at improving performance, according to Wakiso Town Council Performance report (2017), the service rendered has been described as deficiency, failing performance not to the expected. In addition, the report indicated that, quality services declined by 20%, efficiency and effectiveness declined by 15% and 18% respectively. In addition, Wakiso Town Council has had a lot of changes in terms of remuneration and training, yet the performance seems not to be proportionate to these changes. Therefore, this is set to investigate the contribution of motivation to the employees' performance in Wakiso Town Council.

1.3.Purpose of the study

The purpose of the study is to examine the relationship between motivation and employees' performance in Wakiso District, a case study of Wakiso Town Council.

1.4. Objectives of the study

The objectives of the study are;

- i. To examine how Wakiso Town Council employees are trained and recognized for their skills
- ii. To examine how Wakiso Town Council remunerates its employees.
- iii. To examine how Wakiso Town Council has set up working conditions that enhances staff creativity to explore their talents.

1.5. Research Questions

The research questions are;

- i. How does Wakiso Town Council train and recognize its employees?
- i. How does Wakiso Town Council remunerate its employees?
- ii. How has Wakiso Town Council set good working conditions?

1.6. Research hypotheses

- i. H₀. There is no significant relationship between motivation and employee performance
Wakiso Town Council
- ii. H₁. There is a significant relationship between motivation and employee performance
Wakiso Town Council

1.7. Scope

The scope of the study covered the time, geographical and the content. The study is about motivation and employees' performance Town Councils in Wakiso, a case study of Wakiso Town Council. The study shall be limited to establish how employees are trained and recognized for their skills on Performance at Wakiso Town Council, to find out how remuneration influences Performance in Wakiso Town Council and to establish how employees' working conditions influences employees' performance at Wakiso Town Council.

The study considered information covered between the period of 2012-2017.

1.8. Significance of the study

The following major shareholders shall benefit from the study as stated below:

Town Councils

The study shall help the Wakiso Town Councils in Uganda to establish the factors that influence performance. These shall also benefit from the findings of this study since it will shed more light on the comprehensive factors influencing employees' performance

Academicians and future researchers

The study findings, conclusions and recommendations will provide additional literature to the existing body of knowledge which will act as a basis for future research. The findings of this study will be used as a reference point by other researchers for further research on the same field.

Government

The study may be of practical significance to the government in that it will guide the government in the formulation of national policies, rules and guidelines, which will provide performance standards to Town Council in Uganda.

Management of Wakiso Town Council

The study shall help the management Wakiso Town Council to put in place appropriate procedures and policies for improving employees' performance.

1.9. Setting of the study

Wakiso District is a district in the Central Region of Uganda that partly encircles Kampala, Uganda's capital city. The town of Wakiso is the site of the district headquarters.

Wakiso District lies in the Central Region of the country, bordering with Nakaseke District and Luweero District to the north, Mukono District to the east, Kalangala District in Lake Victoria to the south, Mpigi District to the southwest and Mityana District to the northwest. Wakiso, where the district headquarters are located, lies approximately 20 Kilometres (12 miles), by road, northwest of Kampala, the capital of Uganda and the largest city in the country. The coordinates of the district are:00 24N, 32 29E.

In 1991, the national population census estimated the district population at about 562,900. According to the 2002 national census figures, Wakiso District had a population of approximately 957,300, making it the second-most populated district in the country. At that time, 53 percent of the population was children below the age of 18 years and 17 percent of the population were orphans. The district is rapidly becoming urbanized, with the main economic activities turning away from agriculture to trade and industry.

The district headquarters are located in Wakiso Town, approximately 20 kilometres (12 mi) northwest of Kampala on the highway to Hoima. Wakiso District has a total area of 2,704 square kilometres (1,044 sq mi).

Wakiso is a city in the Central Region of Uganda. It is the headquarters of Wakiso District

Wakiso is located on the Kampala-Hoima highway, approximately 20 kilometres (12 miles) north-west of Kampala, the capital and largest city of Uganda. The coordinates of the town are 00 24 00N, 32 28 48E (Latitude:0.4000; Longitude:32.4800).

The 2002 Uganda national census put the town's population at 20,073. In 2010, the Uganda Bureau of Statistics (UBOS) estimated the population at 20,300. In 2011, UBOS estimated the mid-year population at 21,200. In August 2014, the national census put the population at 60,210.

1.10. Arrangement of the study

This section presents the arrangement of the study. This study is structured into six chapters, however it starts with preliminaries and other chapters follow.

Chapter one; presents the background to the study, statement of the problem, purpose of the study, the objectives of the study, research questions, study scope and the significance of the study.

Chapter two; presents the study literature, it focuses on:

1. Literature survey
2. Literature review
3. Conceptual framework

Chapter three; presents research methods, it focuses on research design and data collection methods.

Chapter four presents the demographic characteristic of respondents

Chapter five presents how Wakiso Town Council employees are well trained and recognized for their skills

Chapter six presents how Wakiso Town Council remunerates its employees

Chapter seven presents how Wakiso Town Council has set up good working conditions that enhances staff creativity to explore their talents

Chapter eight links the findings to the literature review and suggests the way forward to Performance.

Chapter nine presents the summary and conclusion to the study.

CHAPTER TWO

STUDY LITERATURE

2.0. Introduction

This chapter presents the literature survey and literature review. The survey identifies the research gaps this study is intending to close and literature review examines models that scholars have used to understand and explain similar problems involved in other settings and lastly presents the conceptual framework of analysis for the study

2.1. Literature survey

The researcher read through different research work and found out that no one has ever carried a research about factors influencing the performance of employees in Town Councils. However, some have been carried out in the related field.

Kakonge (2000) carried a research on factors influencing employees' performance in Town Councils using a case study of Kira Town Council. Kakonge (2000) suggested that the key determinants of employees' performance are reliability, a quality environment and delivery systems that work together with good personal service – staff attitude, knowledge and skills. Kakonge (2000) postulated six criteria of perceived good service quality: professionalism and skills; attitudes and behaviour; accessibility and flexibility; reliability and trustworthiness; recovery; reputation and credibility. Kakonge (2000) split the dimensions into “firm” and “soft”, The firm dimensions includes availability, waiting time and responsiveness, fault freeness (including physical items, information and advice) and flexibility (ability to recover from mistakes, to customize the service or add additional services). The soft dimensions are style (attitude of staff, accessibility of staff and ambience), steering (the degree to which customers

feel in control of their own destiny) and safety (trust, security and confidentiality). However, this study did not cover how training, remuneration influence employees' performance and therefore, this study intended to close this gap.

According to Kabagambe (2013) looked at strong leadership and performance of Jinja Town Council. The study aimed at challenges facing Jinja Town Council. He suggested that, the support of governments is vital to the success of any change programme for strengthening performance of any organization. There is no 'quick fix', as many of the improvements may require legislative, structural and cultural changes, which take a significant amount of time to implement and embed. They also require organizations to work together effectively at a strategic level so that optimum use is made of resources, skills and capacity. The practicalities of improving financial management operate along helpful models for understanding how Health Units organizations operate, Strong leadership and the support and political will of national governments to the success of any change programme for strengthening public financial management. There is no 'quick fix', as many of the improvements may require legislative, structural and cultural changes, which take a significant amount of time to implement and embed. They also require organizations to work together effectively at a strategic level so that optimum use is made of resources, skills and capacity (Kabagambe, 2013). However, the study did not look at other factors like work conditions affect employees' performance and the current study intended to close this gap.

2.2. Literature review

Issues relating to motivation and performance in Town Councils are not unique to Wakiso Town district; studies have been conducted in the same area over the years in the whole world as discussed in this literature.

In recent years, many organisations have moved towards remunerating employees for performance as a means to achieve organisational goals (Mullins, 2005). Essentially they have tied compensation to performance. The debate on the effectiveness of financial remuneration on performance goes on as researchers try to establish the organisational and cultural fit for such a practice. Rayner and Adam-Smith (2005, p. 101) state “as both performance and motivation are affected by many factors, performance related pay (PRP) (or any other intervention) cannot be linked in a casual manner”. They argue that although it may be relatively easy to provide answers to individual aspects of the effectiveness of PRP, when all variables related to this concept as it is applied are taken into consideration, connecting PRP to performance levels becomes more difficult. Performance is necessary in order to be able to specify measure, control and improve customer perceived service quality. Jessica (2010) provided a list of ten determinants of service quality as a result of their focus group studies with service providers and customers: access, communication, competence, courtesy, credibility, reliability, responsiveness, security, understanding and tangibles. Different scholars have put forth different explanations on how motivation can be achieved within a company or an organization. Prominent amongst them is Maslow with the theory of “Maslow’s Hierarchy of needs”. Consequently, Maslow (1943) reasoned that human beings have an internal need pushing them on towards self-actualization (fulfillment) and personal superiority. Maslow came up with the view that there are five different levels of needs and once we happen to satisfy a need at one stage or level of the hierarchy, it has an influence on our behaviour. At such levels our behaviour tends to diminish; we now put forth a more powerful influence on our behaviour for the need at the next level up the hierarchy. Firstly, individuals are motivated by biological needs (physiological needs). According to Maslow, physiological needs form the basic needs for survival and this may include food,

warmth, clothing and shelter. He postulated that when people are hungry, do not have shelter or clothing, they are more motivated to fulfill this need because these needs become the major influence on their behaviour. However, when people do not have a deficiency in those basic needs (physiological needs), their needs tend to move to the second level where they are equally seen by Maslow as the highest order of needs.

Maslow's hierarchy of needs theory: Abraham Maslow (1954) developed a model in which basic, low-level needs such as physiological requirements and safety must be satisfied before higher-level needs such as self-fulfillment are pursued. In this hierarchical model, when a need is mostly satisfied it no longer motivates and the next higher need takes its place. He proposed a hierarchy of five human needs. The first level in Maslow's hierarchy of needs encompasses physiological needs. These are those needs required to sustain life, such as: air, water nourishment, sex, and sleep. According to Maslow, if such needs are not satisfied then one's Motivation will arise from the quest to satisfy them. Higher needs are not felt until one has met the needs basic to one's bodily functioning. Such needs may be fulfilled in an organization set-up through pay, pleasant working conditions, cafeteria etc.

The third order needs are classified under social (or love) needs. Maslow posited that once a person has met the lower level physiological and safety needs, higher level needs become important, the first of which are social needs. Social needs are those related to interaction with other people and may include the need for friends, the need to belong, the need to affiliate, and the need to give and receive love and affection. These needs may take the form of cohesive work group, friendly supervision and professional associations in work organizations.

Maslow's fourth level in the hierarchy of needs is that of esteem (sometimes referred to as ego) needs. Once a person feels a sense of "belonging", the need to feel important arises. Esteem

needs may be classified as internal or external. Internal esteem needs are those related to self-esteem such as self-respect, achievement, confidence, independence and freedom. External esteem needs are those such as social status and recognition including need for attention, recognition, appreciation, prestige or reputation. In an organization, these needs can be fulfilled through social recognition, job title, high status job, and feedback from the job itself.

According to Maslow, tend to have needs such as the need for truth, justice, wisdom, order and beauty, and search for meaning and knowledge. According to Maslow, only a small percentage of the population reaches the level of self-actualization. In organizations, this need can be enhanced through challenging jobs, opportunities for creativity, achievement in work, advancement in the organization.

Reinforcement Theory: This approach to motivation is derived from learning theories of B.F. Skinner. It is based on the idea that behaviours with positive consequences tend to be repeated, while those with negative consequences tend not to be repeated. Reinforcement theory suggests that an individual's inner drives, needs and expectation do not enter into Motivation. Instead, the theory posits that Motivation is purely a consequence of behaviour. The theory thus looks at how the consequences of the past behaviour affect future actions in a cyclical learning process. Bussin (2002) continues to propose an evolvement of remuneration policies through a consistent process he calls the pay continuum. He describes a model of the pay continuum as having five distinct stages. These stages typically present broad guidelines or indicators of the way through which organizations develop their remuneration policies and the further along the continuum an organization has moved, the stronger and more competitive their remuneration policy becomes. During the first stage, pay is centrally managed by the organization and emphasis is placed on internal equity. Stage two is characterized by the fact that, the pay process has been decentralized

by the organization and more emphasis has been placed on the external market. An organization's pay system has progressed to stage three once performance becomes the focus. Team and organizational unit performance measures are introduced. Stage four is characterized by a pay system that communicates organization's business goals and requirements. Finally, once pay and reward becomes customer-focused and the team becomes the key organizational performance-based unit, the organization has reached the final stage in remuneration and reward design.

When it comes to our jobs, salary becomes the most obvious motivational factor. Employees compete constantly for positions which offer quick and easily accessible rewards. At times, employees sacrifice other motivational factors to attain job satisfaction. That is why whenever any associate got good pay in another hotel or another service sector he / she moves (Panwar and Gupta, 2012). Muogobo (2013) goes ahead and assert that, good remuneration or rather salaries that is paid at the right time has been found over the years to be one of the policies the organization can adopt to increase their workers performance and thereby increase the organization's productivity. Further, money is one of the inducements which is fundamental; no other motivational method or rather incentive comes closer to it in regards to its influential nature (Rynes *et al.*, 2004). Money has the preeminence to magnetize, uphold and inspire employees towards attaining high performance. Frederick Taylor and his scientific management colleague affirmed that, the most essential factor in inspiring the industrial workers to achieve greater output is money (Adeyinka *et al.*, 2007). All organizations use promotion, pay, bonuses or other types of rewards in order to inspire and push for a high level of performances by their employees (Reena *et al.*, 2009). In order to use salary effectively as a motivator, managers must put into consideration the structures of the salary which should include the significance of the

organization attached to each job, recompense according to employee performance, individual or unique allowances, pensions and fringe benefits (Adeyinka *et al.*, 2007). In addition, salary is also considered a vital determinant factor for performance increment of employees and has also been seen to influence the decision of employees in regards to them leaving or staying in the organization (Kline and Hsieh, 2007). Moreover, there is an effective relationship between performance improvement of employees and payments based on performance. So every employee tries to put more effort in order to produce more units to earn more in the long run. Payments based on performance motivate employees to be more creative when it comes to effort generation. Due to payments based on performance, employees who are capable tend to earn more than workers who are simply ordinary (Lazear, 1999).

Frederick Herzberg's two-factor theory: Herzberg (1972) attempted to contextualize and apply Maslow's theory to organizational situations. He concluded, from his research findings that there are some sets of factors that affected Motivation and work, that job dissatisfaction and satisfaction arose from two separate sets of factors. These sets of factors are hygiene or maintenance factors and performance or growth factors. Hygiene (or dissatisfied or maintenance) factors include variables of the job environment and those that are extrinsic to the job itself. They include the working conditions, interpersonal relations, the company and its policies and administration, the level and quality of supervision that people receive while on the job, salary/remuneration, status, and job security. Hygiene factors can remotely be related to Maslow's lower-order needs. According to Herzberg, these factors do not lead to higher levels of Motivation but without them there is dissatisfaction. Performance (Satisfier or growth) factors, on the other hand, included variables relating to or emanating from what people actually do on the job. These factors include achievement, recognition, responsibility, interest in the job or task,

and growth and advancement. Performances can be related roughly to Maslow's higher-order needs. They result from internal generators in employees yielding Motivation.

Using case studies of different firms, it can be concluded that, when the system changes from the system salary paid per month to daily wages, production increases immensely. This means that employee performance would increase because of increased wages (Lazear, 1999). In fruit pickers' case, when the pay system was shifted from the incentive pay, the progression of employees increased (Bandiera *et al.*, 2005). In addition, bonuses based on performance given by the management are capable of enhancing the output of employees. Moreover, managers usually emphasize on recruiting and retaining the best employees who are capable, by shifting them from piece rate system to salary, this is as far as posts of higher management are concerned. The main reason of indulging in this activity is to provide more appropriate incentives so that efficient man power is retained in the organization (Bandiera *et al.*, 2007). McGregor (1960) extended Maslow's needs hierarchy into the interface of management and motivation. In his work, he propounded theory X and theory Y. McGregor argues that two approaches dominate managers' attitude towards their employees. He either believes that employees inherently dislike work and thus should be coerced into performing it (theory X); or view work as a natural play of life and thus can enjoy it and even seek for responsibility (theory Y). Loyal to his theory Y concept, McGregor recommended that managers should promote employee participation in decision making, provide responsibility, create challenging jobs and maintain good interpersonal relationships. This theory supports the nonfinancial aspect of motivation of employees, and is hence relevant to this investigation.

Landy and Conte (2010), like McGregor and Herzberg (1968) followed the humanistic path laid down by Maslow and developed the two factor theory which suggests that there are only two

basic sets of needs not five. Moreover, Herzberg (1968) differentiated between the two needs factors and asserted that one set promotes job satisfaction and motivation, which he named motivators. Herzberg thought that hygiene needs (parallel to Maslow's physiological and safety needs) derive from "mankind" animal nature to avoid pain from the environment. Hence at the work place we look for job security, good working environment, fairness of company policy and administration and interpersonal relationships. According to Herzberg, meeting hygiene factors would only eliminate dissatisfaction, but would not result in actual motivation. This can be achieved only by fulfilling motivator factors such as recognition achievement, the work itself (the meaningful, interesting and important work). Robbins and Judge (2008) say that the detractors of the two-factor theory question the reliability of Herzberg's methodology, but regardless of this admissible criticism, Herzberg's work had major effects over generations of managers.

Employee benefits over the past copious decades have developed in importance. Employee benefits are the membership-based and nonfinancial rewards offered to attract and keep employees (Decenzo and Robbins, 2002). They assert that, benefits form part of the five key elements that constitute Total Reward Package. These are compensation, performance and recognition, career opportunities and development, work-life balance and benefits. According to Armstrong (2009), employee benefits are elements of remuneration given in addition to the various forms of cash pay. They also include items that are not strictly remuneration such as annual holidays. According to Herzberg's two factor theory (motivation and hygiene), an employee benefits programme is a necessary and sufficient working condition. The hygiene factor will affect employees' work-motivation which in turn affects organizations' productivity (Hong, Yang, Wang, Chiou, Sun and Huang, 1995). Beardwell (2004) argues that the use of

money as a motivator linked to various objectives would offer the best motivation for performance. For this reason, employees should be motivated by obtaining the highest possible wages through working in the most efficient manner possible, thereby satisfying the employee and employer.

In Uganda, information about the teachers' job performance is little documented, yet job performance of teachers is important in areas like classroom management, participation in sports, guidance and counseling, conducting fieldwork, among other activities. Cheptoek (2000) carried out a study to establish whether job satisfaction influences job performance among non-academic staff at Islamic University in Uganda. However, the study was not directly related to the teachers' role of teaching (job performance). A Malawian study by Kadzamira (2006) found that primary and secondary teacher motivation and job satisfaction were strongly determined by both pecuniary factors, such as levels of pay and other material benefits, and non-pecuniary factors, in particular living and working conditions of service. Another study in Uganda by Aacha (2010) examined whether the motivation of primary teachers had any effect on their morale to perform and the effect of intrinsic and extrinsic motivation on the performance of teachers. It was found out that there was a significant positive relationship between intrinsic motivation and performance of teachers in the surveyed primary schools. Furthermore, a positive relationship was also revealed between extrinsic motivation and performance of teachers, implying that both extrinsic and intrinsic motivations affected the performance of teachers. However, the study only examined primary school teachers at work; and hence the relevance of our study is to examine the effect of motivation factors on teachers' performance in private secondary schools in Sheema District.

Expectancy Theory: The underlying basis of expectancy theory is that people are influenced by the expected results of their actions. The theory suggests that people choose how to behave from among alternative courses of behaviour, based on their expectations of what they are to gain from each behaviour (Stoner et al., 2003). Expectancy theory thus suggests that Motivation is a function of three variables. The basis of equity theory in a work context is that people make comparisons between themselves and others in terms of what they invest in theory work (inputs) and what outcomes they receive from it. The theory emphasizes "the role played by individual belief in the equity or fairness of Motivation and punishments in determining his/ her Motivation and satisfaction" (stoner et al. 2002, p. 452). It focuses on people's feelings of how fairly they are treated in comparison with the treatment received by other people. This theory is also called the theory of goal setting. It is mainly based on the works of Locke (1968). The basic premise of this theory is that people's goals or intentions play an important part in determining behaviour. Locke suggests that individual values give rise to the experience of emotions and desires. People then strive to achieve goals in order to satisfy their emotions desires. Goals guide people's response and actions. They direct work behaviour and Motivation, and lead to certain consequences or feedback. The combination of goal difficulty and the extent of a person's commitment to achieving the goals regulate the level of energy expended in achieving the goal. People with specific quantitative goals, such as a defined level of Motivation, or a given deadline for accomplishing a task, will perform better than people with no set goals or only a vague goal e.g. 'do the much you can'. Also, people who have difficult goals will perform better than those with easy goals.

Attributions are suspected or inferred causes of behaviour. Attribution process is the process by which people interpret the perceived causes of behaviour. Attribution theory is based on the

premise that attempts to ascribe causes for behaviour. It suggests that people judge other's behaviour by attributing meaning to their behaviour in light of perceived internal or external forces. Internally caused behaviour is perceived to be under the control of the individual, that is, they have made a choice in selecting the behaviour. Externally caused behaviour results from environmental forces-those external to the individual and over which the individual has little or no control (Warr, (2009), suggests that when people make attribution, they do so with three major criteria in mind: distinctiveness (how distinctive or different is the behaviour); consensus (how is the behaviour typical of others in the same situation); and consistency (how consistent is the behaviour over time).

In addition, studies in regards to this area reveal that, when organizations distribute the types of benefits properly, this might influence employees' outcomes, particularly employee performance. For instance, official obligation claims, health benefits and promotion are recognized as being the most significant types of benefit. Allocation of these benefits based on job and individual performance would lead to the overall organizational performance (Henderson, 2006; Williams, 1995). Furthermore, benefits could be used as a means to achieve overall organizational goals, such as increasing the employee confidence and magnetizing and retaining high-quality employees; nonetheless, they go ahead and assert that, through operation of benefits programmes, benefits can also have an effect on employee stance and performance (Sutton, 1986; McCaffrey, 1987). As an employee benefit, the medical insurance usually covers physician costs, fees for the surgeon, drugs prescribed by the doctor and hospital accommodation. Moreover, as part of overall benefits package, visual care and dental could also be offered (Beam and McFadden, 2004). Paid time off is provided for the purpose of relaxation, rest and a planned interruption from the workplace or to attend to personal affairs. Paid time off

is to be taken within the year accrued in order to receive the personal replenishment value intended. The paid time off is earned by the employees while working. The most common types of this employee benefit include holidays, vacation leave and sick leave (Beam *et al.*, 2004). Retirement benefits are funds which are set aside to avail people with pension or income after the ending term of their career. The common categories fitting in retirement plans include defined benefit plans and defined contribution plans. Pension entitlement is funds received by employees on retirement in relation to the size of funds accumulated by the combined contributions of the employer and the employee, the rate of return on the investment of the accumulated fund and the rate of return on an annuity purchased by the employer (Beam *et al.*, 2004). Leave travel allowances are provided by most hotels to their employees. Employees are given extra amount in the form of travel allowance and vacations with pay. Moreover, to ensure the wellbeing of an employee, vacations become vital. In addition, such benefit favor employees who need to spend time with their family and/ or who need time to care for their aging parents (Panwar and Gupta, 2012).

Employee meals tend to vary between restaurants but usually involve one free or discounted item per shift. Every restaurant does this differently, depending on budget, food type or corporate rules. Furthermore, free meals are considered to be of paramount importance to most employees who work in hotel industries, because they improve employee morale. Therefore, employers try as much as possible to provide free meals per day, unlimited amount of soft drinks and coffee to their employees (Jerris, 1999). Hotel uniforms are a unique niche in the apparel market. Hotels usually provide two set of uniforms to their employees which are laundered in the hotel itself.

According to McNamara (2008), employers pay performance bonuses to employees who achieve satisfactory or high ratings during their annual performance appraisals. An incentive-based bonus

links the amount of the payment to the level of performance. For instance, an employee whose overall performance rating is outstanding or the highest level achievable may receive the largest bonus the company has determined it will pay each employee. An employee whose rating is satisfactory or above may receive a lesser amount, but a bonus nonetheless. The built-in incentive for employees is to strive for high performance throughout the entire evaluation period, which means their performance must be consistently high for a 12-month period if the company conducts annual performance appraisals. The impact of giving employees a bonus is that, employees remind themselves month after month that their efforts and hard work will be rewarded at the end of the year. A company that gives its employees bonuses is bound to motivate them to perform highly (Dohmen and Falk, 2007). Furthermore, Mwita (2002) concludes by stating that, the performance incentive bonus scheme is the logical process by which an organization includes its employees as individuals and team members, in refining organizational effectiveness in the achievement of organizational goals and mission. This information is further backed up by Kanji (2005) who stated that, performance Incentive Bonus Scheme is a pillar of any individual life and organization. He further states that, once employees appreciate what needs to be done and when and why/what is to be done, then the organization will achieve its goals and employees will feel empowered.

Hicks,(2003) pointed out that employee payments are an important part of maintaining a compensated and skilled workforce. Employer's should evaluate and assess their employee payments on a regular basis, not only for the company but also for the employee to receive feedback on they quality of work they do. Some of the key topics that should be covered in a thorough employee evaluation are: work processes and results, communication skills, decision making skills, interpersonal skills, leadership skills, planning skills, program/project

management, interacting with external environment. An evaluation should not only consist of turn over metrics, but also behavioral metrics. In addition to gauge the potential growth of a employee the employer should specify some unique characteristics fitting to the industry the company is in. The goal of the evaluation should be to encourage professional excellence from the employees, rather than be used as a tool to point out short comes.

Hicks (2003), lucidly describes monetary benefits provided by the employers to their employees under the statutory provision or on a voluntary basis. The social services provided under the factories Act, 1948, in the manufacturing industries include canteen, rest shelters, crèche , storage or lockers, sitting arrangement, bathing and washing facilities and appointment of welfare officers, etc. other benefits include festival, year-end profit sharing, attendance and production bonuses, protective equipment's, free supply of food items on concessional rates. Social security system provides benefits such as provident fund, employee's state insurance (ESI) scheme, retrenchment rewards, employment injury rewards, maternity benefits, gratuity, pension, dependent allowance and contribution toward pension and gratuity claims.

This study examines the impact of Training on Performance, Performance is a psychosomatic recognition or dedication towards occupation (Greenwood, 1998). There are different levels of every individual of being committed to the assigned tasks. Organizations maintain a blurred position regarding investment in training. They generally accept training as an important means to improve employee productivity which ultimately leads to organizational productivity and effectiveness, a present demand for all organizations. But, For training to be effective, various methods must be used because adults learn in different ways. Some individuals need written documents while others need to hear the information spoken aloud. Some do well in classroom settings and others excel through e-learning. However, all training should have one thing in

common: it should incorporate application. To read or hear about something isn't enough; successful training requires theory, demonstration, as well as application. The objective of this paper is, taking the above-mentioned situations into consideration, to compare and analyze the impact of training on employee productivity across various industries.

According to (Greenwood, 1998), the contribution a manager is uniquely expected to make is to give others vision and ability to perform. Training is necessary to ensure an adequate supply of staff that is technically and socially competent and capable of career development into specialist departments or management positions. There is therefore a continual need for the process of staff development, and training fulfils an important part of this process. Training should be viewed therefore as an integral part of the process of total quality management. The recognition of the importance of training in recent years has been heavily influenced by the intensification of competition and the relative success of organizations where investment in employee development is considerably emphasized. They add that technological developments and organizational change have gradually led some employers to the realization that success relies on the skills and abilities of their employees, and this means considerable and continuous investment in training and development. Many organizations meet their needs for training in an ad hoc and haphazard way. Training in these organizations is more or less unplanned and unsystematic. Other organizations however set about identifying their training needs, then design and implement training activities in a rational manner, and finally assess results of training.

The success or failure of any organization or business basically relies on the performance of employees. No wonder they are termed as valuable, non-imitable and rare resource of a firm. Thus, having this in mind, organizations are willingly investing in training programs to develop their employees. Training employee effectively is considered important when it comes to

performance improvement of employees, since it enhances employee level and competency of the firm and it provides support when it comes to filling the gap between what exactly is performance if required and what performance is happening, that is a gap between the performance that is desired and the actual performance of employee. Therefore, training becomes an important requirement in the organization or rather workplace. Without it, employees do not have a firm grasp on their responsibilities or duties (Elnaga and Imran, 2013). Training and development has been acknowledged to be a very important factor of organizational performance .However, it is not an end goal rather training is characterized as a means to an end , the end being productive, efficient work organizations, populated by informed workers who see themselves as significant stakeholders in their organizations” success (Barney, 1991). Training and development is basically directed at employee but its ultimate impact goes to organization, because the end user of its benefits is the organization itself (Raja *et al.*, 2011). The word motivation is coined from the Latin word *Motus*, a form of the verb *Movere*, which means ‘to move’ (Greenberg and Baron, 2003). Robbins and Judge (2008) expand the term motivation to the set of psychological processes that cause the arousal direction and persistence of individuals’ behaviour towards attaining a goal.

Mitchell (1982) cited by Re’em (2010), looks at motivation as it pertains to determination, intention, and self-choice; that is, motivation is under the employees’ control and they actively choose whether to put effort and take action. Organizational scientists and practitioners have long been interested in employee motivation and commitment. This interest derives from the belief and evidence that there are benefits to having a motivated and committed workforce (Meyer & Allen, 1997).Motivation has been a difficult concept to properly define, in part because there are many philosophical orientations towards the nature of human beings and about

what we know about people (Onanda, 2015). Nelson et al. (2003) provided a definition that nicely accommodates the different theoretical perspectives that have been brought to bear in the explanation of work motivation. Work motivation is a set of energetic forces that originates both within as well as beyond an individual's being, to initiate work-related behaviour, and to determine its form, direction, intensity and duration.

Many organizations have over the years introduced good manpower training and development strategies in order to enhance better employee performance at work and increase their productivity. However, the efforts of such strategies in most cases have always been jeopardized in most organizations, as a result of some factors that impede against the achievement of their objectives. Some of the impeding factors include recruitment/selection problems, training procedure and inadequate facilities, government policy, the economy and labor legislation (Nguyen, 2009). Further, Heath field (2012) asserts that, the right development, education and employee training at the right time, usually bring big payoffs for the organization in relation to increase in knowledge, productivity, contribution and loyalty. In regards to the above, Brody (1987) quotes a Motorola company spokesperson as saying “we have documented the savings from the statistical process control methods and problem solving methods we have trained our people in. We run a rate of return of about 30 times the dollars invested – which is why we have gotten pretty good support from senior management”. This is a clear indication that, a systematic and well planned training and development policy that is well executed would surely bring returns to the organization in cost savings (reducing in waste and scrap for example, increased productivity and so on), employee effectiveness and efficiency and the list could go on and on. Moreover, one of the most important aspects in the contemporary hotel industry is employees’ acquaintance with new methods and techniques of hotel management through training. In fact

training is formal as well as an informal process, which is carried out for improving the performance of employees. Therefore, the implementation of an effective training process at all levels of management has a significant impact on the performance of the employees (Ul Afaq, Yusoff, Khan, Azam and Thukiman, 2011).

Moving on, effective training programs are systematic and continuous. In other words, training must be viewed as a long term process, not just an infrequent and/or haphazard event (Tannenbaum and Yukl, 1992; Wexley and Latham, 1991). Assessments of employee and organizational needs as well as business strategies should be conducted and then used in selecting training methods and participants (Goldstein, 1991). Training programs that are consistent with employee and organizational goals and needs and fit with the business strategy will meet with greater success than those that are not (Wexley and Latham, 1991). Preferably, employees will be trained based on the results of assessments of their work. Finally, according to Singh and Muhanty (2012), for training to be effective, various methods must be used because adults learn in different ways. Some individuals need written documents while others need to hear the information spoken aloud. Some do well in classroom settings and others excel through e-learning. However, all training should have one thing in common: it should incorporate application. To read or hear about something is not enough; successful training requires theory, demonstration as well as application. One very important responsibility of a supervisor or manager is to help your staff with their professional and career development. You can do this by providing opportunities for them to develop the knowledge, skills, abilities, tools, resources and opportunities to be successful in their job and career. Examples include providing on-the-job training and coaching, giving them performance goals and feedback, asking about and supporting their development goals and helping them write an individual development plan (IDP).

Consequently, an organization that provides opportunity for employees to learn new skills and cross train with others directly increases on the performance of those employees (Raja *et al.*, 2011).

Apospori *et al.*, (2008) suggest that, one of the best kept secrets in modern management is how to align the training program with organization's strategic path and how to measure the alignment. Traditional methods fail flat because, they focus on what "The Manager" (or the teacher) wants. It is common knowledge that the organizational training program (when there is one) should be aligned with organizational overall objective. Once those goals have been stated, a weak alignment means low effectiveness, high costs, low morale and lost opportunities. A successful training program manager in short, has seen the vision, understands the mission and knows what it takes to reach the business goals. The training program manager must also understand how and why people learn. By properly aligning training to the strategic path of the organization will increase employee performance (Colombo *et al.*, 2008). Naharuddin and Sadegi (2013) emphasized that employees' performance depends on the willingness and openness of employees to do their job. Further, they stated that by having this willingness and openness of employees to do their job, it could increase the employees' productivity which also leads to performance.

Foot and Hook (2008) asserted that employees need to be given the ability to contribute to the performance of the firm together with the means and incentive to do so. They further argued that the management should work in partnership with its employees for continuous and increased production through the use of involvement and partnership practices. They also asserted that organizations should attempt to maximize their employees' contribution to the achievement of

organizational goals so that employees have the ability to add value through high-performance working while, at the same time, directly benefiting employees themselves. In town councils, each member knows where everybody else is going. Each member, not just the manager, knows what it will take to get there and is empowered to plan and develop his or her own skills. An effective learning organization gives all members a reason to improve, an environment where they are not afraid of failure and the resources they need to learn (Nguyen, 2009). If you do not have such an organization, you may want to go back to the drawing board. If you are among the lucky ones, you still need a training program and a training program manager. Never mind the title: you need an individual with a clear understanding of your organization at the strategic, tactical and operational levels; an individual who knows what it takes to execute the business plans and understands how to build the skills needed to make products and services the customer wants to pay for (Abeeha and Bariha, 2012). Coaching is one of the most important activity when it comes to developing of employees. In coaching, employees are treated as individual partner in attaining both individual and organizational goals. Hence, coaching can be used by employees to solve problems (Agarwal *et al.*, 2006). When problems get resolved, it would lead to enhancement in performance of the organization since employees would be in a position to attain goals of the organization (Hameed and Waheed 2011). Developmental activities of employees are not usually considered to be having much value by most organizations. The managers only center on achieving organizational goals. They are not concerned about the employee development. However, enhancement of employee skills will only be possible if developmental activities of employees are put into consideration by the organization (Chey *et al.*, 2003).

Creativity remains an elusive and intangible contributor to workplace performance and change despite emphases from psycho economic perspectives (Cohen and Levinthal, 1990; Runco and Rubenson, 1992; Zahra and George, 2002); agreement on the definition of the construct remains unresolved. Although creativity serves as the mantra for organizations competing in the global economy, Florida and Goodnight (2005) point out that, businesses have been unable to pull these notions of creativity together into a coherent management framework despite their assertion that a company's most important asset is not raw materials, transportation systems, or political influence, it,,s creative capital an arsenal of creative thinkers whose ideas can be turned into valuable products and services.

Although Amabile (1996) definition of creativity has been widely accepted as the production of novel and useful ideas in any domain. Cowdroy and De Graaff (2005) defined what is understood by the idea of creativity rather than what is meant by the word creativity, providing a mindful view of different venues encompassed in creativity research. The idea of creativity embraces a multiplicity of notions, including imagined (conceptual) ideas, development of schemata such as constructs, analogies and diagrams emanating from the ideas and physical execution of ideas (the activity of making, and performing and created products resulting from the ideas such as works of art, manuscripts and performances). Further, creativity has also been described in terms of people, product, environment and process. Within the context of this investigation, creativity is thus defined as the ability to approach the situation at hand with a fresh perspective and link together previously unrelated or uncombined concepts to generate new and unexpected ideas that solve a problem or capture an opportunity (Stegmeier, 2008).

Amabile (1998) asserts that, to encourage creativity organizations need to create a climate that support and enable the creative thinking of employees. In addition, organizations should try to

get rid of barriers that might hinder creativity and enhance factors that enable creativity. Further, Andriopolous (2001) identified five major organizational dimensions under which characteristics and behaviors that enhance or inhibit creativity in a work environment. Those dimensions are skills, organizational structure and systems, organizational culture, leadership style and resources and organizational climate. Furthermore, Stegmeier (2008) goes ahead and assert that, the necessity for organizations to manage and create creative capability, transform new concepts into value in competitive markets and subsequently into profits for the firm introducing the innovation, has been a driving force for business leaders to better understand the dynamics of creativity and innovation, and to develop and execute strategies to leverage the workforce, intellectual capital and the physical workplace in order to increase innovative output for the organization.

Basadur and Gelade (2006) maintains that, organizations need to improve performance to capitalize on rapid change and establish or regain a competitive edge and hence creativity becomes important to organizations because, creative contributions can not only help organizations become more efficient and more responsive to opportunities, but also help organizations adapt to change, grow and compete in the global market. Researchers have mentioned that some level of creativity is needed in almost any job (Shalley, Gilson and Blum, 2000; Unsworth, 2001; Ford, 2000). Specifically, creativity influences innovation implementation. For example, when considering the tasks performed by Research and Development professionals, employee creativity is desirable and necessary. Shalley *et al.*, (2004) further indicated that, even for the jobs of cashiers or assembly line workers, an incremental change in how work can be done efficiently is still dependent on employ creativity. To date, the focus of prior work on the importance of leadership for creativity (Mumford, Scott, Gaddis, and

Strange, 2002) has predominantly centered on the relationship between leader behaviors and employee creativity and the creativity of the leader themselves (Sternberg and Vroom, 2002). Nonetheless, the vicinity where managers can impact employee's creativity strongly is through their clout on the environment in which the employees work. Therefore, while much has been written about the direct link between leader behaviors and creativity, less has been written about the more indirect, yet potentially equally or more important, relationship among leadership, context and creativity (Shalley *et al.*, 2004).

According to Kusek, Rist et al (2005), employee performance is measured in terms of the results that organizations achieve in relation to their objectives. They further argue that, in principle, it can be measured at output, outcome or impact level. Performance should therefore be measured by results (output/outcomes) that an organization produces. Other scholars recommend that performance should be measured in terms of efficiency, quality, productivity and timeliness where efficiency is defined as the ability of employees to meet the desired objectives or target (Stoner, 1996). Productivity is expressed as a ratio of output to input (Stoner et al, 1995) and quality is the characteristic of products or services that bear an ability to satisfy the stated or implied needs (Kotler & Armstrong). As noted by Danish and Usman (2010), a situation where employees of the organization are rewarded based on different status is called recognition. Employees high performance and job satisfaction would be attributed to intrinsic factors or rather rewards such as recognition, opportunities, feedback and growth. Gong *et al.*, (2009) concurs with the above statement by stating that, in order to increase employee performance one of the significant factor that should be considered and which falls under the non financial rewards is recognition.

According to Yaseen (2013), an employee is deemed as being loyal to their organization whenever their efforts are rewarded. Many organizations are believed to be missing this component perceived as valuable yet the cost of its implementation is negligible if not insignificant. Employees appreciate the value of being recognized as they feel that they are part and parcel of the organizational growth at large (Sarvadi, 2005). When you recognize employees they feel valued and wanted and thus contributes towards the overall organizational performance and satisfaction which is normally attributed to the employees themselves. Finally, Barton (2002) opined that, recognition is the most significant factor among non-financial rewards in order to increase job satisfaction level of employees. It is through recognition that organizations are able to strengthen the relationship between the management leadership and the employees. Recognition brings about motivation and hence the employees remain competitive and give their all towards the realization of organizational success.

According to Ohly and Fritz (2010), all businesses are created first by ideas. Then once you are in business you need ideas for design, engineering, manufacturing, marketing, advertising, creative problem solving and customer retention. A company that encourages a dynamic flow of ideas also enjoys the advantage of high employee performance. The difference between success or failure in business could be just one idea. Idea management systems and processes can help a company make innovation a discipline. They can help make the hunt for new possibilities each and every department's business, as well as involve broader and more enthusiastic participation among managers and employees. Disciplined and well managed creativity, breeds successful idea generation. Corporations have limited resources, funds and time to give creative dreamers free reign to magically produce new ideas. However, most companies are not short on new ideas,

but they are short on ways to assess, screen, prioritize and execute those new ideas (Danish and Usman, 2010).

The link between supervisory support and creativity has been relatively well established in the literature (Shalley *et al.*, 2004) for example, Andrews and Farris (1967) found that, scientists' creativity was higher when managers listened to their employees' concerns and asked for their input into decisions affecting them. Andrews and Gordon (1970) found that negative feedback from leaders inhibited scientists' creativity. Redmond, Mumford, and Teach (1993) affirmed that, greater subordinate creativity was as a result of leaders' behaviors contributing to problems of construction and feelings of high self-efficacy. Scott and Bruce (1994) found that, the quality of the exchange or relationship between a supervisor and his or her subordinate (i.e., leader-member exchange, LMX) was related to the subordinates' innovativeness. Furthermore, they asserted that, the employees' perception of the existence of an innovation-supportive climate quality of the relationship was related to the quality of the relationship. Allen and Helms (2002) argue that motivation (rewarding) is a way of recognizing individuals and members of a team for their commendable performance and acknowledge their contributions to the organization's mission. The organization can achieve this if the reward systems are closely aligned to the organization's strategies. Nelson (2004) argues that most employees appreciate being recognized by their managers when they do good work. This should be sincere praise and given in timely manner. This will encourage the behaviour of employees to reach strategic goals. Torrington (2002) agrees with Nelson that teams and individuals need to be recognized and rewarded for their efforts. This will build a sense of identity and confidence with improved performance. Aacha (2010) states that non-financial motivation assumes greater significance in the present

tight economic scenario characterized by limited budgets for performance bonuses and incentives, since they meet the employees' internal needs such as recognition, self-esteem and fulfillment, thereby influencing employee motivation. Wayne (2006) argues that performance is where goals are set, measured and assessed which in turn helps the employees to know what is expected of them. He further argues that there should be a conducive work environment, capital resources and material resources, skilled and competent human resource. He stresses the idea that employees can be motivated if they are allowed to participate in setting measuring and assessing goals.

Correspondingly, Oldham and Cummings (1996) established that, creating a work environment which is non-controlling and supportive by supervisor' s fostered creativity. Furthermore, Tierney, Farmer and Graen (1999) found that, open interactions with supervisors and the receipt of encouragement and support lead to enhanced employee creativity.

Studies also have indicated that, the results for supportive supervision can vary for those with different personality characteristics or cognitive styles (Shalley *et al.*, 2004) for instance, Tierney *et al.*, (1999) found out that, factors that affected creativity includes, motivation, employees' intrinsic, LMX and cognitive style. Moreover, for creative performance, there were significant interactions between employee and leader intrinsic motivation and between LMX and employee cognitive style. Oldham and Cummings (1996) established that, employees with high scores on the Creative Personality Scale (Gough, 1979) and who worked on complex jobs and were supervised in a supportive and non-controlling fashion had the highest numbers of patent disclosures and supervisor creativity ratings. Finally, George and Zhou (2001) found that one of the Five-Factor Personality traits, conscientiousness was related to creative behavior and

interacted with close monitoring such that conscientious individuals who were monitored too closely by their supervisors and had unsupportive coworkers, had low levels of creativity.

Job characteristics objective has a history of being significant when it comes to influencing employees' motivation and attitudes towards their work settings (Hackman and Oldham, 1975). Based on Amabile's (1988) creativity model, job characteristics ought to be an essential constituent that leaders must consider when they manage creativity. Regarding job characteristics, it has been recommended that the structure of the job contributes to inventive output at work (creativity) and intrinsic motivation of employees (Oldham and Cummings, 1996). For instance, when jobs become demanding and complex, employees pay more attention to the tasks at hand by considering different alternatives which would result in more creative outcomes in the long run. On the other hand, jobs that are more simple and reutilized may not motivate employees or allow them the flexibility to try new ways of doing things, to take risks and potentially to perform creatively. In support of this, Shalley *et al.*, (2000) found that when the work environment complemented the creative requirements of the job, individuals had higher job satisfaction and lower intentions to turnover. Therefore, leaders need to think about objective job characteristics as they differentiate between jobs. For example, is the job designed to be sufficiently challenging to motivate individuals to be creative? Taken together, the key is to provide employees with jobs that are sufficiently challenging but not so over stimulating that employees feel overwhelmed and unable to break out of habitual ways of doing their work (Shalley *et al.*, 2004).

Finally, autonomy as a job characteristic has received the most attention (Ford and Kleiner, 1987). Research suggests that, creativity of employees could be enhanced when individuals feel they have some autonomy on how their work is to be conducted or planned. However, we note

that, managers become cautious of giving too much autonomy to their employees. Conversely, giving apposite autonomy levels to employees may be helpful (Shalley *et al.*, 2004). For example, in a study of R&D professionals, Bailyn (1988) found that these individuals did not expect to have full autonomy and were satisfied with being able to determine the approach they took to their research after the agenda had been set (Shalley *et al.*, 2004)

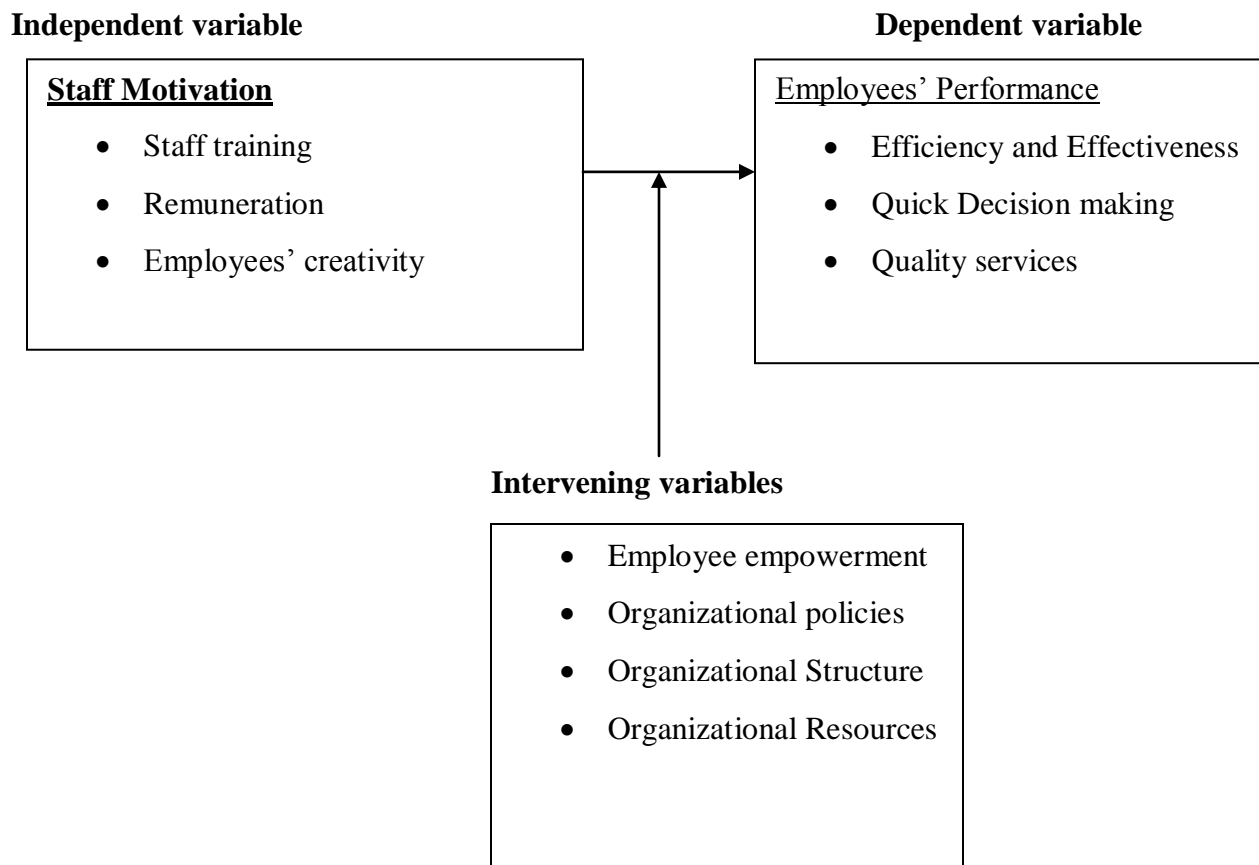
Odden (2000) argues that teachers who are not motivated by financial rewards, can be encouraged with non-financial rewards. These include satisfaction from high student achievement, influence, recognition, learning new skills and personal growth. Aswathappa (2003) states that employees' benefits are received as an addition to direct pay although they are not directly related to performance; but as a condition of employment they can still attract and retain competent employees and improve on performance since they represent an increase in earning if they are not passed through the payroll for taxing. Lawler (2003) states that monetary motivation seems to be very essential in an organization because if organizations are to attract and retain people, they have to pay them. He further argues that for organizations to survive, they have to be financially viable, thus obtaining, allocating and spending of money in an organization is a crucial issue. In support of Lawler's argument, Aswathappa (2003) asserts that money is taken as a powerful motivator for an individual or group of people. Money is fundamental for the completion of tasks. Unless work is voluntary, it involves a contract between two people guaranteed by payment of money. The employee takes pay as the reward for his or her work and the employer views it as the price for using the service of the employee. This perspective links the attitude of teachers to student outcomes, by arguing that once the motivation and skills of teachers determine salaries, teacher quality will be improved. Bowen (2000) states that reward systems date back to the 18th century when Taylor observed and

developed theories and concepts of the economic “man”. He argues that man is primarily motivated by economic gain and therefore the prospect of more pay is sufficient to bring about an increase in the desired performance.

2.3. Conceptual framework

From the literature gathered, the relationship between motivation and employees' performance is that when employees are motivated in general performance of the organization improves while a poorly motivated work force reduces the general performance of the organization. But there is need of going to the field to find out the relationship between motivation and organization performance.

Figure 2.1 conceptual framework



Source (Stoner et al., 2003)

As a matter of relationship, the conceptual framework above indicates that the factors that influence performance (independent variable) are remuneration, staff training and Employees' Creativity and many others. The indicators of Performance (dependent variable) include Efficiency and Effectiveness, Quick Decision makings and quality services. These are connected y the intervening variable which includes: Employee empowerment, organizational policies organizational Structure and organizational Resources.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter presents the research methods that were followed in this study. It specified the research design, research approach, sample design (study population, sample size and sampling strategy). It also shows the instruments of data collection, data sources, quality assurance, data analysis procedure, data presentation, procedural issues followed in data collection, and study limitation

3.1 Research Design

Research design is about the ways the research was carried out in order to collect data from the field. This section presents research strategy, research approaches, research duration, research classification and anticipated limitations of the study as presented below:

3.2 Research strategy

Research strategy is a general plan of how the research was carried out (Joshua, 1998). The strategy which was used in this research is a case study and it was based on one organization. This was the primary research strategy and the investigative questions is seen further in this chapter. These questions developed from the secondary research carried out in the form of a review of the current literature on the topic of rewards systems. Descriptive was used in order ascertain and be able to describe various characteristics of variables in the study, exploratory was used to gather in-depth data about the topic and lastly the explanatory was used to explain the study variable by associating them with the study.

Research approaches

This study used the phenomenological research approach which focuses on understanding why something is happening rather than describing why it is happening. Quantitative and qualitative research approaches using a case study was followed. The qualitative approach aimed at giving the researcher a better feel for what is the perceived opinion, both positive and negative, of the reward systems structure and what impact that has on the topic in question. And a quantitative approach was also used because the outcome was concerned about what people actually do and what they think.

Research duration

The study used a longitudinal and it considered information covered between 2012 and 2017 and data collection took place from May to June 2018. This was because this period was enough for gathering enough data.

Research classification

The study used both quantitative and qualitative approaches. The quantitative approach was used to quantify incidences in order to describe current conditions and assess the factors influencing Performance of employees at Wakiso Town Council using information gained from the questionnaire. And the Qualitative approach was used to give the explanation of events and describe findings using interviews. The study was classified into inductive and deductive. Deductive is the logical process of deriving a conclusion from a known premise or something known as true, inductive reasoning is the systematic process of establishing a general proposition on the basis of observation or particular facts.

3.3. Limitations of the study

The limitations of the study included;

- i. Delay by the respondents to give answers to the questions eventually may lead to delay in the research process is expected. However, this was overcome by creating good relationship with the respondents.
- ii. Delay by management of Wakiso Town Council to avail the necessary documents in time could disrupt the research process. In order to solve this, the researcher approached the management in time in order access the required document.
- iii. The study was limited by lack of time due to other commitments by both the subordinates and management. However, the researcher came up with the research timetable and was carefully followed.

3.2. Data collection

3.2.1. Area of study

The study was carried out at Wakiso Town Council located in Wakiso town

3.2.2. Research population

The population for task analysis survey was drawn from the departments of Town Council. Kruijice and Morgan 1970 define a research population as the specific tool of scales individuals or group(s) of individuals which the researcher wishes to investigate. The population for this study comprised of top management, supervisors and employees and this is shown in table 3. 1.

3.3.3. Sample size

According to Sekaran (2003/2004) a sample size large than 30 less than 500 is appropriate for most studies. Therefore the sample size of 48 respondents out of 55 was used; the distribution of

the sample is as shown in table below in 3.1. Given the population of 55 in Wakiso Town Council, a sample size of 48 is adequate. This sample size is reached using Slovene's formula that states that for any given population size, the sample size is computed using the formula

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

Where; n = sample size

N = Population size

e = Level of significance or margin of error = 0.05

$$n = \frac{55}{1 + 55(0.05^2)}$$

$$n = \frac{55}{1 + 55 \times 0.0025}$$

$$n = \frac{55}{1 + 0.1375}$$

$$n = \frac{55}{1.1375}$$

$$n = 48$$

Table 3.1 Distribution of the sample

Category	Population	Sample size	Sampling Method(s)
Top management	5	4	Purposive
Supervisors	15	10	Simple random
Employees	35	34	Simple random
Total	55	48	

Source: Primary Data (2018)

3.3.4. Sampling Techniques/Methods

Purposive and simple random sampling methods were used during the study. Top management was purposely selected because of their knowledge or information regarding the area of the study. A simple random sampling technique was used to select the supervisors and employees so that they also provide specific views on the staff motivation and employee performance.

3.3.5. Methods of data Collection and instruments

The study used both primary and secondary sources of data.

3.3.5.1 Primary Data (2018)

This was obtained from the study population of the research. This was collected through distribution of questionnaires, interviews and observation. However some questions were closed-ended for purposes of obtaining detailed information from respondents.

3.3.5.2. Secondary data

This information was obtained from Published data. Published data sources included Newspapers, Magazines, Brochures and Websites, annual reports, minutes for meeting etc.

3.3.5.3. Data presentation and Analysis

Data was presented in form tables, percentages and the analysis used descriptive and inferential. These findings were obtained from both primary and secondary sources and they were presented and analyzed using frequency tables and percentages following the study objectives. The researcher distributed 48 questionnaires, however, only 39 were filled and returned by respondents making a response rate of 72% and thus they were used for data analysis.

3.3.6. Reliability

The study checked in the reliability of research instruments by carrying out a preliminary test of the questionnaires and there results before administering them to the study respondents. They were administered to experts to assess their reliability. 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 3.2: Reliability analysis

Variable	Number of questions tested	Cronbach’s alpha coefficient
Training programmes	6	0.99
Remuneration	5	0.55
Good working conditions	7	0.66

Sources: From primary data reliability test (2018)

Table 3.2 shows the alpha values of 0.99 for training, 0. 55 for remuneration and 0.66 for working conditions which were higher than 0.5 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 3.2 reveals that, all the variables have Alpha Values which are above 0.5 marks, and therefore all the variables in the instrument are deemed reliable.

3.3.7 Research Validity

A research is said to be valid if it measures what is supposed to measure. The validity of test is increased if it is compared to other tests whose validity is known. The content validity index (CVI) was computed as a ratio of the number of item considered to be relevant against the total number of items in the questionnaires. If the validity of each questionnaire presented is 0.5 and above, then the questionnaires was considered valid and adopted for use in collecting.

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 3.2.

Table 3.3: 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
Training programs	5	1	1	0.614
Remuneration	4	-	2	0.667
Good working conditions	5	1	1	0.770

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

3.3.8. Data Collection Procedure and ethical issues

A supporting letter from the school signed by the Dean was attached to the questionnaire explaining the objectives of the research. The cover letter assured the respondents of confidentiality of the data that they provided. Prior arrangements with the respondents were made and the researcher made arrangements for the facilitation and security of the collected data and how it was analyzed.

3.3.9. Data Processing

Data collected from the field was put together, carefully examined, organized, sorted, edited, coded and tabulated with the aim of checking errors to enable reliable analysis.

3.3.10. Data analysis

Analysis of quantitative data

The relationship between factors influencing employees' performance and employees' performance by use of inferential statistics. Data from questionnaires was presented in form of frequency tables and percentages using computer packages of Microsoft word and excel.

Analysis of qualitative data

Qualitative data was descriptive and obtained from interviews, open ended questions and review of documents. This data was presented in accordance with the objectives of the study and helped to substantiate findings from quantitative data. In case of the qualitative data, the responses obtained was categorized into common responses.

CHAPTER FOUR

DEMOGRAPHIC CHARACTERISTICS INFORMATION OF RESPONDENTS

4.1. Introduction

The background was presented in regard to gender, age, marital status, highest academic and qualifications and duration of employment. The researcher distributed 48 questionnaires; however, only 39 were filled and returned making a response rate of 81%

4.2. Gender of the respondents

The researcher asked respondents to state the gender and the results are presented in table 4.1.

Table 4.1: Gender of respondents

	Frequency (f)	Percentage (%)
Male	26	66.7
Female	13	33.3
Total	39	100

Source: Primary Data (2018)

According to table 4.1 above, 66.7% of the respondents were males, while 33.3% were females. The majority of respondents were mainly males implying that, probably male staff comprises a bigger percentage of the employees at Wakiso Town Council and this means that they were more interested to work with the Town Council. In addition, males were interested in research and thus they were able to provide data.

4.3. Age of the respondents

Respondents were asked to state their age and their responses are presented in table 4.2.

Table 4. 2: Age of respondents

Age (years)	Frequencies	Percentage (%)
Below 20	-	-
20-30	10	25.6
31-40	17	43.6
41-50	12	30.8
Above 50	-	-
Total	39	100

Source: Primary Data (2018)

According to table 4.2, 25.6% of the respondents were between the ages 20-30, 43.6% were between the ages of 31-40, 30.8% were between the age of 41-50 and none of the respondents were above the age of 50 and below 20 years. This implies that Wakiso Town Council employs mature people since all were above 18 years and at the same time energetic since they were below 50 years thus able to deliver better services.

4.4. Marital status of the respondents

Respondents were also asked to state their marital status and the results are presented in table 4.3.

Table 4. 3: Marital status of respondents

Status	Frequencies	Percentage (%)
Single	28	72
Married	9	23
Divorced/separated	2	5
Total	39	100

Source: Primary Data (2018)

Table 4.3 above indicates that 72% of the respondents were single, 23% were married and 5% had divorced. The majority of the respondents were single and this implies that Wakiso Town Council mainly employs people with less responsibilities and hence putting much of their time on the duties assigned to them and thus better service delivery. In addition more single respondents participated in research because they had enough time for providing data.

4.5. Highest Academic Qualifications

The researcher also asked the respondents to state their level of education and their responses are presented in table 4.4.

Table 4.4: Highest Academic Qualifications

Level	Frequencies	Percentage (%)
O' Level	8	21
A' Level	5	12
Diploma	14	36
Degree	10	26
Masters degree	2	5
Total	39	100

Source: Primary Data (2018)

Findings in table 4.5 above show that 21% had completed ordinary Level, 12% advanced level, 36% diploma, and 26% were degree holders and 5% had Masters' degree. All respondents had at least attained ordinary level and this implies that Wakiso Town Council employs literate people who can deliver better services. In addition respondents were knowledgeable enough and they would interpret the questions that were sent to them and thus giving valid and reliable information.

4.6. Duration of employment

The researcher also asked respondents to state their length of service at Wakiso Town Council and their responses are presented in table 4.5.

Table 4.5: Duration of employment

Length of service (years)	Frequencies	Percentage (%)
Less than 1 year	10	26
1-3	11	28
4-6	13	33
Above 6 years	5	13
Total	39	100

Source: Primary Data (2018)

Findings in table 4.5 above show that 26% of the respondents had served for less than 1 year, 28%, 1-3 years, 33% between 4-6 years and 13% above 6 years. The majority of the respondents between 4-6 years had served indicating that Wakiso Town Council maintains experienced staff. In addition, respondents had adequate knowledge about the operations of Town Council as far as employees' performance is concerned, hence gave reliable data.

CHAPTER FIVE

HOW TRAINING IS CONDUCTED AT WAKISO TOWN COUNCIL

5.0. Introduction

This chapter presents findings on how training is conducted at Wakiso Town Council and data is indicated in the proceeding tables.

5.1. Wakiso Town Council trains its employees through staff orientation

The researcher asked respondents to state whether Wakiso Town Council trains its employees through staff orientation and their responses are presented in table 5.1.

Table 5.1: Wakiso Town Council trains its employees through staff orientation

Response	Frequencies	Percentage (%)
Strongly agree	9	23
Agree	10	26
Not sure	5	13
Disagree	13	33
Strongly disagree	2	5
Total	39	100

Source: Primary Data (2018)

Findings in table 5.1 above show that 23% of the respondents strongly agreed, and 26% agreed with the statement, 13% were not sure, 33% disagreed and 5% strongly disagreed with the statement. The majority of the respondents (49%) were in agreement with the statement and this implies that Wakiso Town Council trains its employees through staff orientation. The study revealed that once employees are posted on jobs in Wakiso Town Council are given one week to interact with the senior staff and it was also revealed that new recruited staff understands the

council history and mission, the key members in the organization, the key members in the department, and how the department helps fulfill the mission of the council and the personnel rules and regulations.

The study through interviews with respondents revealed that, out of the five new recruited staff, three has been attached to the office of the deputy town clerk for orientation which took two weeks in the month of July.

5.2. Existing employees of Wakiso Town Council receive lectures as a form of training

The researcher asked respondents to state whether existing employees of Wakiso Town Council receive lectures as a form of training and responses are shown in table 5.2.

Table 5.2: Existing employees of Wakiso Town Council receive lectures as a form of training

Response	Frequencies	Percentage (%)
Strongly agree	12	31
Agree	15	38
Not sure	3	8
Disagree	5	13
Strongly disagree	4	10
Total	39	100

Source: Primary Data (2018)

Findings in table 5.2 above show that 31% of the respondents strongly agreed, and 38% agreed that Wakiso Town Council, 8% were not sure, 13% disagreed and 10% strongly disagreed. The majority of the respondents (69%) agreed and this means that existing employees of Wakiso Town Council receive lectures as a form of training.

The town clerk of Wakiso Town Council told the researcher that this type of training is done verbally every Monday through meetings with heads of department where experience is shared and the staff.

5.3. Wakiso Town Council trains its staff by role playing and simulation

The researcher asked respondents to state whether Wakiso Town Council trains its staff by role playing and simulation and their responses are shown in table 5.3:

Table 5.3: Wakiso Town Council trains its staff by role playing and simulation

Response	Frequencies	Percentage (%)
Strongly agree	12	30.8
Agree	5	12.8
Not sure	7	18
Disagree	12	30.8
Strongly disagree	3	7.7
Total	39	100

Source: Primary Data (2018)

Findings in table 5.3 above show that 30.8% of the respondents strongly agreed, and 12.8% agreed, 18% were not sure, 30.8% disagreed and 7.7% strongly disagreed. The majority of the respondents (43.8%) agreed with the statement and this means Wakiso Town Council trains its staff by role playing and simulation. The study found out that this type of training is carried out by experienced employees at the Town Council. It was revealed that experienced employees describe the real world experiences within the Town Council, and help in developing the solutions to these simulations.

5.4. Wakiso Town Council trains it employees through audiovisual

The researcher asked respondents to state Wakiso Town Council trains it employees through audiovisual and responses are shown in table 5.3.

Table 5.3: Wakiso Town Council trains it employees through audiovisual

Response	Frequencies	Percentage (%)
Strongly agree	8	20.5
Agree	12	30.8
Not sure	8	20.5
Disagree	4	10.2
Strongly disagree	7	17.9
Total	39	100

Source: Primary Data (2018)

Findings in table 5.3 above indicate that 17.9% of the respondents strongly disagreed, and 10.2% disagreed, 20.5% were not sure, 30.8% agreed and 20.5% strongly agreed. The majority of the respondents 20(51.3%) agreed with the statement and this implies that Wakiso Town Council trains it employees through audiovisual.

The researcher revealed that, the town councils uses training methods such as videotapes and films which are the most effective means of providing real world conditions and situations in a short time. With this type of training, the presentation is the same no matter how many times it's played and this reminds the trainees about the information which they could have missed. This is normally on quarterly basis.

5.4. Wakiso Town Council trains its employees by rotating them on jobs

Wakiso Town Council trains its employees by rotating them on jobs and selects the best service provider(s) and their responses are shown in table 5.4:

Table 5.4: Wakiso Town Council trains its employees by rotating them on jobs

Response	Frequencies	Percentage (%)
Strongly agree	8	21
Agree	14	36
Not sure	3	8
Disagree	10	26
Strongly disagree	4	10
Total	39	100

Source: Primary Data (2018)

Findings in table 5.4 above indicates that 21% of the respondents strongly agreed, and 36% agreed, 8% were not sure, 26% disagreed, 10% strongly disagreed. The majority of the respondents (57%) agreed with the statement and this implies that Wakiso Town Council trains its employees by rotating them on jobs.

5.5. Wakiso Town Council equips its employee with skills through apprenticeship

The researcher asked respondents to state whether Wakiso Town Council equips its employee with skills through apprenticeship and monitoring burden and their responses are shown in table 5.5.

Table 5.5: Wakiso Town Council equips its employee with skills through apprenticeship

Response	Frequencies	Percentage (%)
Strongly agree	8	21
Agree	10	26
Not sure	7	18
Disagree	6	15
Strongly disagree	8	21
Total	39	100

Source: Primary Data (2018)

Finding in table 5.5 above depicts that 21% of the respondents strongly agreed, and 26% agreed, 18% were not sure, 15% disagreed and 21% strongly disagreed. The majority of the respondents (47%) agreed with the statement, this implies that Wakiso Town Council equips its employee with skills through apprenticeship.

The study found out that Wakiso Town Council develops employees who can do many different tasks. It was further revealed that the Town Council usually involves several related groups of skills that allow the trainee to practice a particular task, and they take place over a long period of time in which the apprentice works for, and with, the senior skilled worker.

The study through interaction with the deputy town clerk revealed that, the deputy town clerk is assigned with different tasks which include; being a secretary to the council, local revenue enhancement, linking community to council resolutions and many others.

5.6. Employees at Wakiso Town Council are trained through internships and assistantship

The researcher asked respondents to state whether employees at Wakiso Town Council are trained through internships and assistantship and their responses are shown in table 5.6.

Table 5.6: Employees at Wakiso Town Council are trained through internships and assistantship

Response	Frequencies	Percentage (%)
Strongly agree	17	44
Agree	8	21
Not sure	5	13
Disagree	6	15
Strongly disagree	3	8
Total	39	100

Source: Primary Data (2018)

Findings in table 5.6 above depict that 44% of the respondents strongly agreed, and 21% agreed, 13% were not sure, 15% disagreed and 8% strongly disagreed. The majority of the respondents (61%) agreed with the statement and this implies that employees at Wakiso Town Council are trained through internships and assistantship.

The study through interviews with respondents further revealed that, two exchange visits were done to Entebbe Municipality and Tororo municipality for excelling employees since this year begun.

CHAPTER SIX

HOW WAKISO TOWN COUNCIL ENGAGES HIGHLY MOTIVATED WORKERS THROUGH REMUNERATION

6.1. Introduction

This chapter presents findings on how Wakiso Town Council engages highly motivated workers through remuneration; data is presented in the proceeding tables.

6.1. Wakiso Town Council provides monthly salary pay

The researcher asked respondents to state whether Wakiso Town Council provides monthly salary pay and their responses are shown in table 6.1

Table 6.1: Wakiso Town Council provides monthly salary pay

Response	Frequencies	Percentage (%)
Strongly agree	10	26
Agree	10	26
Not sure	3	8
Disagree	9	23
Strongly disagree	7	17
Total	39	100

Source: Primary Data (2018)

Findings in table 6.1 above show that 26% of the respondents strongly agreed, 26% agreed, 8% from the table were not sure, 23% disagreed and 17% strongly disagreed. The majority of the respondents (52%) agreed with the statement and this implies that Wakiso Town Council provides monthly salary pay.

The study through interviews with the senior treasurer of the town council revealed that, the senior staff are paid between 800,000 to 1500, 000 Ugandan shillings and this makes them to work hard for more payments.,

6.2. Wakiso Town Council provides its staff with productive benefits

The researcher asked respondents to state whether Wakiso Town Council provides its staff with productive benefits and their responses are shown in table 6.2:

Table 6.2: Wakiso Town Council provides its staff with productive benefits

Response	Frequencies	Percentage (%)
Strongly agree	13	33
Agree	12	31
Not sure	4	10
Disagree	5	13
Strongly disagree	5	13
Total	39	100

Source: Primary Data (2018)

Findings in table 6.2 above indicate that 33% of the respondents strongly agreed, 31% agreed, 10% from were not sure, 13% disagreed, 13% strongly disagreed. The majority of the respondents (64%) agreed with the statement implying that Wakiso Town Council provides its staff with productive benefits.

The study revealed that when a staff performs better, he/she is given a special benefit such as extra allowance payment beyond the salary.

6.3. Wakiso Town Council provides its employees with insurance covers.

The researcher asked respondents to state whether Wakiso Town Council provides its employees with insurance covers and their responses are shown in table 6.2.

Table 6.2: Wakiso Town Council provides its employees with insurance covers.

Response	Frequencies	Percentage (%)
Strongly agree	3	8
Agree	8	21
Not sure	5	13
Disagree	6	15
Strongly disagree	17	44
Total	39	100

Source: Primary Data (2018)

Findings in table 6.2 above depict that 44% of the respondents strongly agreed, and 21% agreed, 13% were not sure, 15% disagreed and 8% strongly disagreed. The majority of the respondents (59%) agreed with the statement and this implies that Wakiso Town Council does not provide insurance covers to its employees.

6.4. Wakiso Town Council pays for extra work done by employees

The researcher asked respondents to state whether Wakiso Town Council pays for extra work done by employees and their responses are shown in table 6.3.

Table 6.3: Wakiso Town Council pays for extra work done by employees

Response	Frequencies	Percentage (%)
Strongly agree	12	31
Agree	9	23
Not sure	5	13
Disagree	5	13
Strongly disagree	8	21
Total	39	100

Source: Primary Data (2018)

Findings in table 6.3 above show that 31% of the respondents strongly agreed, and 23% agreed, 13% were not sure, 13% disagreed and 21% strongly disagreed. The majority of respondents (54%) agreed with the statement and this implies that Wakiso Town Council pays for extra work done by employees.

The study through interviews with respondents found out that when people work for extra time they are compensated for example those working beyond 5.00 pm are paid a night duty allowance.

6.5. Wakiso Town Council provides leave and holiday allowances

The researcher asked respondents to state whether Wakiso Town Council Wakiso Town Council provides leave and holiday allowances and their responses are shown in table 6.4:

Table 4.4. Wakiso Town Council provides leave and holiday allowances

Response	Frequencies	Percentage (%)
Strongly agree	15	38.5
Agree	12	30.8
Not sure	7	17.9
Disagree	3	7.7
Strongly disagree	2	5.1
Total	39	100

Source: Primary Data (2018)

Findings in table above show that 38.5% of the respondents strongly agreed, and 30.8% agreed 17.9% were not sure, 7.7% disagreed and 5.1% strongly disagreed. The majority of respondents (69.3%) agreed with the statement and this implies that Wakiso Town Council provides leave and holiday allowances for example maternal, paternal and sick leaves are fully paid for as if your on duty.

CHAPTER SEVEN

HOW WAKISO TOWN COUNCIL HAS SET UP GOOD WORKING CONDITIONS

7.1. Introduction

This chapter presents findings on how Wakiso Town Council recognizes its staff and data is indicated in the proceeding tables.

7.2. Wakiso Town Council retains experienced employees

Respondents were asked to whether Wakiso Town Council retains experienced employees and the results are presented in table 7.1.

Table 7.1: Wakiso Town Council retains experienced employees

Response	Frequencies	Percentage (%)
Strongly agree	8	20
Agree	14	36
Not sure	4	10
Disagree	10	26
Strongly disagree	3	8
Total	39	100

Source: Primary Data (2018)

Findings in table 7.1 above show that 20% of the respondents strongly agreed, and 36% agreed, 10% were not sure, 26% disagreed and 8% strongly disagreed. The majority of the respondents (56%) agreed with the statement and this implies that Wakiso Town Council retains experienced

employees. The researcher found out that better performers in Wakiso Town Council are retained as a sign of recognition.

The study through interviews with the human resource officer of the town council discovered that, the town council normally lobby's from the district headquarters to retain those experienced staff in order to avoid their transfers.

7.3. Wakiso Town Council appreciates its employees for work done

Respondents were asked to whether Wakiso Town Council appreciates its employees for work done and the results are presented in table 7.2.

Table 7.2: Wakiso Town Council appreciates its employees for work done

Response	Frequencies	Percentage (%)
Strongly agree	21	54
Agree	5	13
Not sure	3	8
Disagree	7	17
Strongly disagree	3	8
Total	39	100

Source: Primary Data (2018)

Findings in table 7.2 above show that 54% of the respondents strongly agreed and 13% agreed, 8% were not sure, 17% disagreed and 8% strongly disagreed. The Majority of the respondents (67%) agreed with the statement and this implies that Wakiso Town Council appreciates its employees for work done.

The researcher found out that Wakiso Town Council provides gifts to special staff mostly at the end of the year, it organizes get together parties and it also provide condolences in case some loses the dear ones.

7.4. Wakiso Town Council creates personal attachment with staff.

Respondents were asked to whether Wakiso Town Council creates personal attachment with staff and the results are presented in table 7.3.

Table 7. 3: Wakiso Town Council creates personal attachment with staff.

Response	Frequencies	Percentage (%)
Strongly agree	6	15
Agree	6	15
Not sure	4	11
Disagree	20	51
Strongly disagree	3	8
Total	39	100

Source: Primary Data (2018)

Findings in table 7.3 above show that 15% of the respondents strongly agreed, and 15% agreed, 11% were not sure, 51% disagreed and 8% strongly disagreed. The majority of the respondents (66%) disagreed with the statement and this implies that Wakiso Town Council does not create personal attachment with staff.

7.5. Wakiso Town Council give promotions to its employees

Respondents were asked to whether Wakiso Town Council gives promotions to its employees and the results are presented in table 7.4.

Table 7.4: Wakiso Town Council give promotions to its employees

Response	Frequencies	Percentage (%)
Strongly agree	18	46
Agree	16	40
Not sure	1	3
Disagree	3	8
Strongly disagree	1	3
Total	39	100

Source: Primary Data (2018)

Findings in table 7.4 above show that 46% of the respondents strongly agreed and 40% agreed, 3% were not sure, 8% disagreed and 3% strongly disagreed. The majority of the respondents (67%) agreed with the statement and this implies that Wakiso Town Council give promotions to its employees. The researcher found that Wakiso Town Council recommends promotions through appraisals.

7.6. Wakiso Town Council involves staff in Decision making process

The researcher asked respondents to state Wakiso Town Council involves staff in Decision Making process and their responses are shown in table 7.5.

Table 7.5: Wakiso Town Council involves staff in decision making process

Response	Frequencies	Percentage (%)
Strongly agree	5	13
Agree	14	36
Not sure	3	8
Disagree	11	28
Strongly disagree	6	15
Total	39	100

Source: Primary Data (2018)

Findings in table above indicate that 13% of the respondents strongly agreed and 36% agreed, 8% were not sure, 28% disagreed and 15% strongly disagreed. The majority of the respondents (49%) agreed with the statement and this implies that Wakiso Town Council involves staff in decision making process. The researcher discovered that involving staff in decision making makes them feel part of the organization.

7.7. Wakiso Town Council sponsors employees with special talents

Respondents were asked to whether Wakiso Town Council sponsors employees with special talents and the results are presented in table 7.6.

Table 7.6: Wakiso Town Council sponsors employees with special talents

Response	Frequencies	Percentage (%)
Strongly agree	8	20
Agree	14	36
Not sure	4	10
Disagree	10	26
Strongly disagree	3	8
Total	39	100

Source: Primary Data (2018)

Findings in table 7.6 above show that 20% of the respondents strongly agreed, and 36% agreed, 10% were not sure, 26% disagreed and 8% strongly disagreed. The majority of the respondents (56%) agreed with the statement and this implies that Wakiso Town Council sponsors employees with special talents.

The researcher through interviews with the human resource staff found out that employee with special talents such as academics are sponsored by the Town Council in order to equip them with skills that may enable them to deliver best services. It was further discovered that, some employees are normally set to Uganda management institute and law development center at the expense of the council.

7.8. Hypothesis

The study tested the hypotheses that:

H₀: There is no significant relationship between motivation and the employees’ performance of Wakiso Town Council.

H₁: There is a significant relationship between motivation and employees’ performance of Wakiso Town Council.

Table 7.7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.780 ^a	.761	.759	.17388

a. Predictors: (Constant), Acquisition Strategies

The study used linear regression analysis to test the hypothesis. The model summary in table 7.7 shows that, the R square was 96.1% of the observed variability in employees’ performance of Wakiso Town Council. This is explained by the independent variables that is; The improved services were well achieved due to motivation.

R=0.980 is the correlation coefficient between the observed value of the dependent variable and the predicted value based on the regression model. The adj. r^2 (0.759) is the proportion of the variability in the dependent variable explained by the linear regression. The results show that, motivation contribute by 75.9% to the employees’ performance at Wakiso Town Council. The remaining 24.1% is contributed by other factors outside the scope of the current study.

Table 7.8: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	184.125	6	30.688	409.119	.000 ^b
	Residual	7.501	100	.075		
	Total	191.626	106			

a. Dependent Variable: Employees' Performance

b. Predictors: (Constant), Motivation

The analysis-of-variance (ANOVA) was also used by the study to test the equivalent null hypothesis. The $F=409.119$, $p<0.000$, the null hypothesis that; There is no significant relationship between motivation and the employees' performance of Wakiso Town Council was rejected, meaning that, at least one of the population regression coefficient is not zero. The results indicate that, an increase in motivation will result into a corresponding increase in employees' performance.

Table 7.9: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error				Beta	Lower Bound
(Constant)	-.061	.095		-.641	.523	-.249	.127
Training and recognition	.186	.068	.206	2.750	.007	.052	.320
Remuneration	.016	.022	.017	.741	.461	-.028	.060
Good working conditions	.225	.073	.200	3.082	.003	.080	.370
	.196	.091	.210	2.150	.034	.015	.378
	.463	.083	.448	5.582	.000	.298	.627
	-.063	.089	-.061	-.701	.485	-.240	.115

a. Dependent Variable: Employees' Performance

The regression matrix tests what independent variable is more important to the dependent variable. The results show that, the council has greatly benefited from the motivation since the it is the most significant independent variable to employees' performance of Wakiso Town Council because it's t-statistic = 5.582, $p < 0.000$. Also, its Beta is much larger than the corresponding standard error. This indicates that, there is a strong relationship between motivation and the employees' performance of Wakiso Town Council.

CHAPTER EIGHT

TOWARDS HAMORNIZING MOTIVATION AND EMPLOYEE PERFORMANCE IN WAKISO TOWN COUNCIL

8.1. Introduction

This chapter links the study findings with the study literature and it is discussed within study objectives.

8.2. How the employees of Wakiso Town Council are well trained

The study found out that Wakiso Town Council trains its employees through orientations, providing lectures, simulation and job rotation and these have helped to improve service delivery. According to Meyer (2000), the key determinants of employees' performance are product reliability, a quality services and timely delivery and these can be done when there is delivery systems, work together with good personal service, staff attitude, knowledge and skills. Training is an important means to improve employee productivity which ultimately leads to organizational productivity and effectiveness, a present demand for all organizations.

Training is one-way communication and as such may not be the most effective way to train. Also, it is hard to ensure that the entire audience understands a topic on the same level by targeting the average attendee you may under train some and lose others Meyer (2000).

In an interview with the Town Clerk of Wakiso Town Council, it was revealed that, at the stage of hiring, the HR Department gives appointment letters to every selected employee to ensure job security 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 Esery (2005) 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, Wakiso Town Council 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 Hicks and Adams (2003) 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.

Findings from interviews with respondents discovered that, Wakiso Town Council 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 Heeks(2003) 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.

8.3. Wakiso Town Council engages highly motivated workers through remunerations

Wakiso Town Council engages highly motivated workers through provision of monthly salary, insurance covers, appreciations and holiday allowances and these have created good leadership and hence enhancing better service delivery. According to Creswell (2011) strong leadership is vital to the success of any change programme for strengthening service delivery.

Hicks,(2003) pointed out that employee payments are an important part of maintaining a compensated and skilled workforce and employees' performance is a psychosomatic recognition or dedication towards occupation. Findings from the study revealed that Wakiso Town Council recognizes employee's efforts towards self-development by giving them salaries and allowances.

This is one of the best employee motivators and it entices other employees to work hard so as to win the same money. Jessica (2010) also notes that, though money payment has little value, many organizations 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 also discovered that, Wakiso Town Council 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 Dimagio (1991) who asserts that piece rate increases speed of work and therefore productivity. This was also supported by Hicks,(2003) 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 Wakiso Town Council 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 Dimagio (1991) 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, Knapp, P. R., & Mujtaba, (2010) 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 Wakiso Town Council stated that, this boost morale both personally and collectively. It was revealed 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 Berry (2008) 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, Herzberg et al (2010) 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.

8.4. Wakiso Town Council recognizes staff for every activity performed through setting up good working conditions.

Wakiso Town Council recognizes its staff through personal attachments, promotions and involving employee in decision making and these helps to create good environmental set up so that templates, guides, models, checklists and other such workplace aids are readily available to help minimize error rates and customer dissatisfaction.

The study found out that job design is a vital tool in taking a variety of human resource decision, the environment at Wakiso Town Council 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 Heeks, (2002) 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 Edvardson (2005) 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 Wakiso Town Council 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 Esery (2005) 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, Wakiso Town Council must invest in resources that make it easy for employees to accomplish tasks quickly and efficiently. The environment in the organisation should be user friendly so as to enable employees accomplish tasks easily. This is greatly linked with delivering better services as employees' performance is defined as employees perform their actions according to the requirement of the job Meyer (1994).

The study established that, creating a good work environment which is non-controlling and supportive by supervisors fosters employees' creativity. Furthermore, Pfeffer, (1998) found that, open interactions with supervisors and the receipt of encouragement and support lead to enhanced employee creativity.

Studies also have indicated that, the results for supportive supervision can vary for those with different personality characteristics or cognitive styles (Osei, 2011) for instance, Pfeffer, J. (1998) found out that, factors that affected creativity includes, motivation, employees' intrinsic, LMX and cognitive style. Moreover, for creative performance, there were significant interactions between employee and leader intrinsic motivation and between LMX and employee cognitive style. Robbins and Judge (2011) established that, employees with high scores on the Creative Personality Scale (Re'em, 2011) and who worked on complex jobs and were supervised in a supportive and non-controlling fashion had the highest numbers of patent disclosures and supervisor creativity ratings. Finally, Rentsch et al. (2008) found that one of the Five-Factor

Personality traits, conscientiousness was related to creative behavior and interacted with close monitoring such that conscientious individuals who were monitored too closely by their supervisors and had unsupportive coworkers, had low levels of creativity.

The study found out that good working condition has a history of being significant when it comes to influencing employees' performance and attitudes towards their work settings (Pfeffer, 1998). Based on Dinler, (2008) creativity model, working conditions ought to be an essential constituent that leaders must consider when they manage creativity. It has been recommended that the structure of the job contributes to inventive output at work (creativity) and intrinsic motivation of employees (Dessler, G. (2005). For instance, when jobs become demanding and complex, employees pay more attention to the tasks at hand by considering different alternatives which would result in more creative outcomes in the long run. On the other hand, jobs that are more simple and reutilized may not motivate employees or allow them the flexibility to try new ways of doing things, to take risks and potentially to perform creatively. In support of this, Eguchi, (2005), when the work environment complemented the creative requirements of the job, individuals had higher job satisfaction and lower intentions to turnover. Therefore, leaders need to think about objective job characteristics as they differentiate between jobs. For example, is the job designed to be sufficiently challenging to motivate individuals to be creative? Taken together, the key is to provide employees with jobs that are sufficiently challenging but not so over stimulating that employees feel overwhelmed and unable to break out of habitual ways of doing their work.

Finally, the study through interviews revealed that, autonomy as a job environment has received the most attention. Also Langton and Robbins (2007) suggest that, creativity of employees could be enhanced when individuals feel they have some autonomy on how their work is to be conducted or planned. However, it should be noted that, managers become cautious of giving too much autonomy to their employees. Conversely, giving apposite autonomy levels to employees may be helpful. For example, in a study of Bailyn (1988) found that employees do not expect to have full autonomy and were satisfied with being able to determine the approach they took to their research after the agenda had been set.

8.5 Recommendation.

According to the research findings, Wakiso Town Council should introduce more other training system such as sending employees to workshops and seminars and this will keep them with required skills and Knowledge.

In addition, Wakiso Town Council should increase on the salaries of employee try to implement the existing employees' performance policies by putting in place the enforcement team and this will improve on delivery time.

CHAPTER NINE

SUMMARY AND CONCLUSION

9.1 Introduction

This chapter presents the summary, conclusion and recommendations of the study findings in relation to the study objectives.

9.2. Summary of the findings

9.2.1. Findings on how training is conducted at Wakiso Town Council

As indicated in chapter four, most respondents indicated that Wakiso Town Council trains its employees through staff orientations (basing on 49% agree agreed), the existing staff at Wakiso Town Council receives lectures (basing 69% agreed rate), staff at Wakiso Town Council are trained through audiovisual systems (basing on 43.6% agreed rate), Wakiso Town Council trains its staff by job rotation (basing on 51.3% agreed rate), Wakiso Town Council trains its staff through apprenticeship (basing on 57% agree rate), employee at Wakiso Town Council are trained through internships and assistantships (basing on 47% agreed rate).

9.2.2. Findings on how Wakiso Town Council engages highly motivated staff

As indicated in chapter four, most respondents indicated that Wakiso Town Council provides monthly salary (basing on 52% agree rate), Wakiso Town Council provides its staff with productive benefits (basing on 64% agree rate), Wakiso Town Council gives its staff insurance covers (basing on 65% agree rate) and Wakiso Town Council provide leave and holiday allowances to its employees (basing on 54% agree rate).

9.2.3. Findings on how Wakiso Town Council recognizes its staff.

As reflected in chapter four most respondents indicated that recognizes its staff by retaining the experienced employees (basing on 56% agree rate), appreciating employees for better work done (basing on 67% agree rate), promoting employees who performs better (basing on 86% agree rate), involving employee in decision making process (basing on 49% agree rate) and sponsoring staff with special talents (basing 49% agree rate). However, study findings revealed that Wakiso Town Council does not provide personal attachments to royal employees (basing on 59% disagree rate).

9.3 Conclusions

9.3.1 How training is conducted at Wakiso Town Council

Findings indicated that the existing staff at Wakiso Town Council trains its employees mostly by providing lectures, through apprenticeship and job rotation.

9.3.2 How Wakiso Town Council engages highly motivated staff through remuneration

The findings revealed that Wakiso Town Council engages highly motivated staff through providing leave and holiday allowances, providing productive benefits and giving its staff insurance covers.

9.2.3 How Wakiso Town Council recognizes its staff.

The study revealed that Wakiso Town Council recognizes its staff by retaining the experienced employees, appreciating employees for better work done and promoting employees who perform better.

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APPENDICES

Appendix A. Questionnaire

Dear Respondent,

The researcher is conducting an academic study on the topic ‘motivation and employees performance in Wakiso Town Council’, as a partial requirement for the fulfillment of the award of the Degree of masters of Business Administration of Nkumba University. Responses provided will be treated with utmost confidentiality and used for only academic purposes. I therefore kindly request you to spare some time and truly answer this questionnaire.

PART ONE

Please Tick Your Appropriate Option

1. Gender:

Male Female

2. Age (Years):

18-25 26-35 36-45 Above 46

3. Marital Status

Single Married Divorced/Separated

Others (Specify).....

4. Highest Academic Qualification:

Diploma Degree Masters PhD

Others (Specify).....

5. Duration of Employment:

Below 1 Year 1-4 Years 5-9 Years Above 10 Years

PART TWO:

Agree or disagree with this statement about the factors affecting employee rewards.

Use numbers in the table to answer the following statements for example strongly agree represents 1 in the table. Strongly Disagree 5, Disagree 4, Not Sure 3, Agree 2 and strongly agree 1.

Table 1: Remuneration improves employee performance

S/N	Statements	1	2	3	4	5
1.	Monthly payment reduces employee turn over					
2.	Annual employee appraisal improves employee commitment					
3.	Employees meet their objectives due to additional allowances					
4.	Regular employee promotions improves employee productivity					
5.						
6.	Piece rate payment encourages employees hard working					
7.	Regular fringe benefits creates employee effectiveness					

Table 2: Working conditions improves employee performance

S/N	Statement	1	2	3	4	5
1.	Employees retreats and parties encourages employee coordination					
2.	Employee trips and seminars promotes employee competences					
3.	Periodic rotation and transfers provides employees with skills and knowledge					
4.	Permanent employment of employees creates job satisfaction					
5.	Part time working encourages employee effectiveness					
6.	Employee training improves employee performance					

PART THREE:

Table 3. Recognition at work has improved employee performance

S/N	Statement	1	2	3	4	5
1	Retention of experienced employees encourages morale					
2	Employing employees on merit promotes self-drive					
3	Extending to royal employees gives them personal attachment					
4	Identifying the best performers creates employees' couragement					
5	Involving employees in decision making creates togetherness					
6	Sponsoring employees with special talents improves the company image					

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THANK YOU FOR YOUR TIME AND COOPERATION

Appendix B: Interview guide

1. How long have been in Wakiso Town Council?
2. What is your current position in this Town Council?
3. Has remuneration improved your performance
If yes, how?
4. How has working conditions affected your performance?
5. Is recognition at work important to your performance?