**MOTIVATION AND STAFF PERFORMANCE IN THE PARASTATAL SECTOR IN UGANDA**

**A CASE STUDY OF NATIONAL WATER AND SEWERAGE CORPORATION**

**ENTEBBE BRANCH**

**BY**

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# DECLARATION

I **NATUKUNDA ANITAH** declare that this dissertation under the topic “motivation and staff performance in parastatal sector focusing on a case study of National Water and Sewerage Corporation” is my original work and is presented for approval for field study.

Signature: …………………………..

Natukunda Anitah

# APPROVAL

This is to certify that this dissertation has been submitted for examination with my approval as university supervisor.

Signature: ………………………

Dr. Mugerwa Erie (Supervisor)

Date:…………………………….

# DEDICATION

This dissertation is dedicated to my beloved husband and children who have been a continuous source of support and encouragement in my life and during the period of studying this course. I am truly thankful to God for having you in my life.

This work is also dedicated to my sisters, friends and all people in my life who have always loved me unconditionally, supported, encouraged and prayed for me throughout this course. You kept me moving forward in all the times I felt I could not move on and encouraged me to work harder for the things I have aspired to achieve.

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# LIST OF ACRONYMS

NWSC : National Water and Sewerage Corporation

HRM : Human Resource Management

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# ABSTRACT

The study was about the role of motivation on staff performance in parastatal sector in Uganda basing on a case study of National Water and Sewerage Corporation, Entebbe Branch. It was based on three research objectives; i) to examine how NWSC Entebbe branch ensures career and capacity development for its staff, ii) to examine how NWSC Entebbe branch pays salaries and benefits bearing a fair and reasonable relationship to work performed, iii) to examine how NWSC Entebbe branch provides opportunities for promotion of productive employees.

The study adopted phenomenological approach and used a sample size of 80 respondents however only 76 participated. Data was collected through primary and secondary sources, then it was edited, coded and cross checked using Ms. Excel and exported to SPSS for analysis.

Findings revealed that the Adjusted R Square for hypothesis 1 was .731 meaning career development contributes to 73.1% of the changes that occur in staff creativity. Findings showed that there is a significant relationship between payment of salaries & benefits and competence of employees, (r (76) = .479, P<0.01). The Adjusted R Square for hypothesis 3 was .694 meaning that 69.4% of changes in staff flexibility could be accounted for by opportunity for promotion.

In conclusion, it is noted that top-management decision makers of public sector to enhance the major factors that may better develop their employee’s performance and thus meeting organizational goals and objectives. In recommendation, it is suggested that the corporation should have more flexibility in motivating and promoting employees who have exceptional performance levels.

# CHAPTER ONE

# INTRODUCTION

# Background to the study

This study examines the role of motivation on staff performance in parastatal sector in Uganda**.** It based on a case study of National Water and Sewerage Corporation, Entebbe Branch.

Motivation has been defined as an inspirational process which impels the members of the team to pull their weight effec­tively to give their loyalty to the group, to carry out the tasks properly that they have accepted, and generally to play an effective part in the job that the group has undertaken (Gupta, 2007).

National Water and Sewerage Corporation has been selected for this study because it is one of the prominent public organisations whose survival and stability highly depends on its staff motivation practices. The human resource departments in the organisation is responsible for always taking appropriate measures or adopt mechanisms that ensure proper staff motivation especially in regard to field employees (NWSC, annual report, 2014).

The study about motivation and staff performance in parastatal sector warrants research because it has been established that over the years, development and growth of any organisation hinges more than ever on the capacity of staff. According to the Strategic Plan (2017) the availability of well-motivated staff is central to improving organisations performance. Torrington and Hall (2001) agreed to this view and pointed out that even with the best strategy in place and an appropriate organizational architecture; an organization will be effective only if its members are motivated to perform at a high level. In addition, leading is such an important managerial activity that it entails ensuring that each member of the organization is motivated to perform highly and help the organization to achieve its goals. When managers are effective, the outcome is a highly motivated workforce. However, a key challenge to managers of organizations both small and large is to encourage employees to perform at a high level (Jones et al, 2000).

According to NWSC annual report (2001), the following are ways through which NWSC motivates its staff;

1. Ensuring the employees career development and capacity building of its staff.
2. Paying salaries and benefits which bear a fair, reasonable relationship to work performed.
3. Providing opportunity for promotion for productive employees in the corporation.
4. Increasing motivation, productivity, integrity through training and workshops.
5. Providing a conducive work environment for employees to perform their tasks with minimum supervision.

The study therefore examines whether the following three (3) of the above objectives are achieved by NWSC Entebbe Branch.

1. Ensuring the employees career development and capacity building of its staff.
2. Paying salaries and benefits which bear a fair, reasonable relationship to work performed.
3. Providing opportunity for promotion for productive employees in the corporation.

# Statement of the problem

In spite of the existence of the above clearly stated objectives to motivate staff, the branch faces difficulties in performance which does not meet the desired corporation level. During a management meeting held on 6th February 2017, the human resource manager at NWSC raised a complaint that staff had low morale for work performance and were not passionate about their jobs. The human resource manager of NWSC in a report submitted on 7th February 2018 mentioned that this is attributed to management’s failure to acknowledge that different staffs are supposed to be motivated differently.

It was further observed in the report staff turnover had increased from 69% (2016/17) to 78% (2017/2018) in the year’s survey. In addition, in a meeting held on 7th February 2017 (22nd minute) concern was raised about the failure of the corporation to provide flexible motivation depending on individual staff differences since not all employees can be fully motivated with the same rewards.

The management report (2017) further outlined that NWSC lacks information about employee’s performance and this complicates the management’s endeavor in determining which staff member to motivate or reward accordingly. Without adequate information, it is difficult to distinguish productive workers from non-productive workers and as such, often times some employees take credit for successes and deflect failures to the most productive employees who are not able to be motivated. It is therefore based upon this background that the study examined the role of motivation on staff performance in NWSC.

# Purpose of the study

The purpose of the study is to examine motivation and staff performance in National Water and Sewerage Corporation, basing on Entebbe Branch as a case study.

# Research objectives

The study was guided by the following research objectives;

1. To examine how NWSC Entebbe branch ensures career and capacity development for its staff.
2. To examine how NWSC Entebbe branch pays salaries and benefits bearing a fair and reasonable relationship to work performed.
3. To examine how NWSC Entebbe branch provides opportunities for promotion of productive employees.

# Research questions

The study was guided by the following research questions;

1. How does NWSC Entebbe branch ensure career and capacity development for its staff?
2. How does NWSC Entebbe branch pay salaries and benefits bearing fair and reasonable relationship to work performed?
3. How does NWSC Entebbe branch provide opportunities for motivation of productive employees?

# Hypotheses of the study

The study tests the following hypotheses

H0: There is no significant relationship between motivation and staff performance in NWSC Entebbe Branch

H1: There is a significant relationship between motivation and staff performance in NWSC Entebbe Branch

# Scope of the study

# Content scope

The study examines how NWSC Entebbe branch ensures career and capacity development for its staff. It also examines how NWSC Entebbe branch pays salaries and benefits bearing a fair and reasonable relationship to work performed and lastly it examines how NWSC Entebbe branch provides opportunities for promotion of productive employees

# Significance of the study

Stakeholders of NWSC Entebbe Branch to benefit from the findings of the study are outlined below;

**To the government**

The study findings intend to particularly help the government in a better understanding of motivation and how to improve staff performance to meet the expectations of the stakeholders, as well as provide valuable information for future interventions. It aims at informing policies towards setting up of effective motivation programs, and show how the concept can be used as a powerful management tool to improve the way organizations and stakeholders can achieve greater performance.

**To the management NWSC** **Entebbe Branch**

The study findings aim at enabling management of NWSC Entebbe Branch to enhance their views on motivation and how it can affect performance by identifying gaps in motivation of staff and design strategies on how to address such gaps to enhance employee performance in future.

**NWSC employees**

The findings of the study intend to be of significant help to the employees in grasping a deeper understanding on how management can improve on how each employee can be motivated to best obtain more productive and efficient levels of performance. This is because employees know how best they need to be motivated than what the organisation may anticipate.

**To the researcher**

The idea of this study has its genesis from researcher’s interest about the role of motivation reflecting on staff performance and as such its accomplishment intends to enlighten the researcher about her interest both concepts. Furthermore, the accomplishment of the study intends to help the researcher to acquire skills about the processing of research work and as well as data analysis and further enable the researcher to acquire a Master on Business Administration of Nkumba University.

**Other researchers**

This study may also contribute to the body of knowledge. This is because it can be adopted as a reference material by other researchers. The study may also identify areas related to motivation field that may require more research hence a basis of further research.

# Setting of the study

The study was carried out at National Water and Sewage Corporation (Uganda) Entebbe main branch and it is located right next to Stanbic bank in Entebbe town. The study explored data from three operational years of NWSC Entebbe Branch that is from 2016-2018. The researcher believes this was enough scope to gather the most relevant and reliable information about the study, this is also the time when the corporation faced problems of poor staff performance.

The geographical areas covered by the branch’s water network are as follows: to the North along Entebbe Kampala road, its water network extends up to Segguku , while in the west, it goes go up to the areas of Nakiwogo, Kiwafu and Kitooro. In the North West, it covers areas of Namate, Katabi and Busambaga and in the southwest it serves areas beyond the Entebbe International Airport like Kigungu and Misooli. Areas served in the Eastern part are Kasenyi, Garuga, Kakindu, Lutembe and Bweya.

NWSC Entebbe branch’s sewer systems, drains part of town center down along Airport road to the waste stabilization ponds at Kitooro. Other areas covered by their sewer services are Fire Quarters, Survey Quarters, Windsor Lake Victoria Hotel and State House. Properties along Kampala & Portal Roads, Lunyo Army Barracks and Industrial Area are drained to Lunyo waste stabilization ponds.

National Water and Sewerage Corporation is a public utility company solely owned by the Government of Uganda. The corporation was established in 1972 under No. 34. At its inception in 1972, the corporation operated in three major towns in Kampala, Jinja and Entebbe. The company was given more authority and autonomy and the mandate to operate and provide water and sewerage services in areas entrusted to it, on a sound commercial and viable basis. The primary aim of this was to revise the objectives, powers and structure of NWSC to enable the corporation operate and provide water and sewerage services in areas entrusted to it on a sound commercial and viable basis.

# Arrangement of the study

The study was arranged into nine chapters.

Chapter one presents introduction to the study. Chapter two presents study literature. It highlights literature survey, literature review and the conceptual framework of analysis. Chapter three presents study research methodology. It highlights research design and data collection and management. Chapter four presents the biographic characteristics of the respondents. Chapter five presents findings on objective one: To examine how NWSC Entebbe branch ensures career and capacity development for its staff. Chapter six presents findings on objective two: To examine how NWSC Entebbe branch pays salaries and benefits bearing a fair and reasonable relationship to work performed. Chapter seven presents findings on objective three: To examine how NWSC Entebbe branch provides opportunities for promotion of productive employees. Chapter eight links the findings to the literature review and suggests ways forward for motivation and performance at NWSC Entebbe branch. Chapter nine presents summary and conclusion to the study.

# CHAPTER TWO

# STUDY LITERATURE

# Introduction

This chapter presents the study literature. It is made up of three sections comprising of the literature survey, literature review and conceptual framework.

In literature survey, reviews studies which have been undertaken on NWSC Entebbe branch to underpin the originality of this study. It identifies the gaps the study is attempting to fill in the operations of NWSC Entebbe branch. Literature review identifies models that scholars have developed in similar studies outside the contest of NWSC Entebbe branch. This leads into the identification of the conceptual framework within which relationships between variables involved in the issues relating to motivation and performance at NWSC Entebbe branch are put in their proper context.

# Literature survey

A number of researches have been carried out NWSC in general and on its Entebbe branch in particular. Nonetheless, the studies are outside the focus of this study. These are reviewed below to underpin the researcher’s assertion.

Hakeem (2008) carried out a study about establishing the relationship between motivation and staff performance NWSC Entebbe branch. It was indicated that the organisation achieved its corporate goals as well as employee job performance simply because the institution was using extrinsic motivation package which covers periodic enhanced salaries to employees, fringe benefits and promotion. It was noted that motivational packages available to employees in the hospital were largely inadequate. Hostile environment within the hospital were not promoting efficient work. Since workers were found to be poorly motivated, this resulted into poor attitude towards work, lateness to work, absenteeism and indiscipline hence poor job performance. However, the study failed to mention anything about how an organisation can increase the interpersonal competence of its staff through motivation. This identified gap was filled by this current study by providing relevant literature about it.

In addition, Kayongo (2014) carried out a study to examine the influence of motivation of staff performance in NWSC Entebbe branch. The study discussed the various 7 theories of motivation and it was also noted that a talented employee never falls shortage of the opportunities. If a person is not satisfied with the present job, he may switch to another, of his choice. The top organization are on the top because they care for their employees and they know how to keep them glued to the organization, employees stay or leave organization for many reasons, the reasons may be personal or professionals. Employees who are satisfied and happy with their jobs are more dedicated and work for the organization growth. However, the study failed to mention on organisations provide salaries and benefits that bare a fair and reasonable relationship to work performed and this current study will therefore fill the identified gap.

Insimire (2011) researched on the motivations and sales performance of employees the case of NWSC. The objective of her research was to establish the relationship between employee motivation and sales performance. From her findings, it revealed that, there was various motivation techniques adopted by NWSC which include promotion, delegation of authority, participation in decision making, bonus and commission to good performers. It was also discovered that NWSC performance was greatly affected by the quality of supervision, increased employee commitment, level of education, condition under which they perform their duties, the quality and management of operations and the number of hours worked. The above study failed to mention on how non-financial rewards like job security and recognition were not given much attention and also failed to mention anything about how an organisation can create conditions in which employees are willing to work with initiative and it’s the aim of this current study to fill the identified gap by providing relevant literature.

# Literature review

The concept of motivation and staff performance is not unique to NWSC in general or its Entebbe branch in particular or organisation in similar settings. From these studies, models have emerged that may enhance the understanding of issues involved in motivation and staff performance at NWSC Entebbe branch. Below are reviewed the major such studies. The purpose is for the researcher to derive an appropriate conceptual framework for the current study.

Abaasi et al (2001), notes that the effort to retain the best personnel begins with recruiting. Attracting and retaining the best people are not two different things, but are the same thing. Both require creating and maintaining a positive reputation, internally as well as externally. Employers must be honest with the recruit about the beliefs, expectations, organizational culture, demands, and opportunities within the organization. By representing the organization realistically, a department will attract those who will be content working within the culture. The better the match between recruits and the organization the more likely you are to retain them.

Campbell et al (1999) points out that overspecialization leads to repetitiveness and low levels of motivation, researchers have researched ways to enhance the staff performance. Therefore, workers could gain more satisfaction at work if the managers enlarge their jobs (job enrichment). In other words, the number or the variety of tasks should be increased for the employees, as this will also increase their level of performance. In order to achieve these results, the tasks should be redesigned and the workers should be given more responsibility (horizontal and vertical job expansion). In order to foster growth and maturing, both horizontal and vertical job expansion are required. If people are involved in the planning, organizing, motivating and controlling of their own tasks, they will satisfy their esteem and self- actualization needs, and increase their performance.

Marx (1995) asserts that to retain employees, departments must offer career promotion opportunities. Departments failing to offer employees career opportunities, room for promotion and enhancement of skills and knowledge may find it difficult to retain qualified employees. This was conclude by pointing out that promoting from within is one of the proven methods of staff performance. Promoting from within show that there is truly room for promotion and growth within the department; Employee involvement, recognition, importance of work, and career promotion opportunities are all important, when dealing with staff performance. In general people think that money and benefits or lack thereof, are the main reasons people leave their jobs, but this is not the case. While compensation and benefits may be a key factor in the final decision-making process, a money shortage is usually not what causes people to look in the first place. Money may be the reason they give when they resign, but it‘s like white noise. They are conscious of it for a while but if they are bored on the job, money alone is not going to keep them there.

Although traditional benefits such as vacation and health are still important, today‘s workers are also looking for more non-traditional benefits. Benefits such as flexible work hours, availability of childcare tuition assistance programs and discounts on services now top the list of desired benefits. Heskett et al. (1994) suggested that, in some cases, service suppliers may be unable to retain even those employees who are satisfied. Thus, satisfaction itself may not be sufficient enough to ensure long-term workers commitment to an organization. Instead, it may be essential to look beyond satisfaction to other variables that strengthen retention such as conviction and trust. This explanation is consistent to Morgan et al (1994)’s research on marketing channel, which shows that organizations often look beyond the concept of satisfaction to developing trust and ensure long term relationships with their employees. Further, this suggestion is based on the principle that once trust is built into a relationship, the probability of either party ending the relationship decreases because of high termination costs.

[Rand](http://www.answers.com/topic/ayn-rand) (2001) expressed that the most obvious form of motivation is [coercion](http://www.answers.com/topic/coercion), where the avoidance of [pain](http://www.answers.com/topic/pain-and-nociception) or other negative consequences has an immediate effect. Extreme use of coercion is considered [slavery](http://www.answers.com/topic/slavery). While coercion is considered morally reprehensible in many philosophies, it is widely practiced on prisoners, students in mandatory schooling, within the nuclear family unit (on children), and in the form of [conscription](http://www.answers.com/topic/conscription). Critics of modern [capitalism](http://www.answers.com/topic/capitalism) charge that without social safety networks, [wage slavery](http://www.answers.com/topic/wage-slavery) is inevitable. However, many capitalists such as have been very vocal against coercion. Successful coercion sometimes can take priority over other types of motivation. Self-coercion is rarely substantially negative (typically only negative in the sense that it avoids a positive, such as undergoing an expensive dinner or a period of relaxation), however it is interesting in that it illustrates how lower levels of motivation may be sometimes tweaked to satisfy higher ones.

Badu (2008) notes that, the bureaucratic-pyramidal values that dominate most organizations have led to many issues. Therefore, individuals have to change in order to make the transition toward mature people. First, they need to move from a passive attitude to a state of activity. Next, they should develop to a state of relative independence and start behaving in many ways. Moreover, the members should develop deeper and stronger interest, while having a long-term perspective. While in traditional organizations members are subordinate to everyone, they should move to equal or superior positions as adults. Last but not least, the individuals should not only become aware of them but also be able to control themselves. Although these changes are only broad tendencies, they provide insightful information regarding the matter of maturity. The norms developed inside the groups limit the expression and the growth of individuals, but the natural tendency is to move towards maturity with age. Nevertheless, there are a handful of persons that are able to develop to full maturity.

Bassett et al (2005) observed that the intrinsic variables include achievement, recognition, the work itself, responsibility, promotion and growth. Conversely, certain factors cause dissatisfying experiences to employees; these factors largely results from non-job related variables (extrinsic). These variables were referred to by Herzberg as hygiene‖ factors which, although does not motivate employees; nevertheless, they must be present in the workplace to make employees happy.

Bishop (2009) states that in any organization, certain activities, interactions and sentiments are required from its members otherwise they would have to leave. Therefore, certain activities should be done by people that work together and be satisfying for people to continue working within the organization. As people work together they develop sentiments, therefore it is essential to create the premises for developing positive sentiments. Moreover, if the sentiments are becoming more positive, people will enhance the interactions between them. If this process continues, people will develop similar sentiments and behaviors. Once the cohesion of the group increases, the group will also develop expectations and norms that highlight the accepted behavior of the people in specific circumstances.

Bohlander (2002) expressed that training and development play a vital role in motivating employees and preventing them from failing, due to a lack of abilities. Hence, managers should provide employees with as much training as possible in order to increase their competencies and chances of doing a successful job. Training can be formal, i.e. at a class, or informal that is on-the-job. Informal training is probably the most important training employee can get and it includes the sum of experiences he/she undergoes at work. Whereas informal training usually costs nothing, formal training comes with a cost. Despite these costs, managers must send employees to formal training, as this is their only chance to learn and bring new ideas back to the department. It was also found that training and development significantly influenced staff performance.

Boswell et al (2000) asserts that in most of the cases, employees do not develop to maturity due to management practices that give them minimal control and independence, rather than because they are lazy or lack self-awareness. Usually, organizations are created to achieve certain objectives, so employees are fitted to the job. Moreover, the management of these organizations tries to increase organizational and administrative efficiency by transforming the workers into interchangeable parts. Decision-making is held by several persons from top management and the rest of the members are strictly controlled through budgets, incentive systems or standard operating procedures. The jobs are designed in such a way that makes work unchallenging and repetitive.

Bragg (2000) in South Africa expressed that management needs to identify the high achievers in an organisation’s department and keep them challenged with new opportunities for growth and promotion, if not the risk of losing these employees is high. However promoting employees is only one of the ways of motivation and this should be mentioned that it is not what all the employees want; and therefore if a manager is using just promotion as a motivator he or she is not motivating everyone.

Byrnes (2002) notes that, fostering employee commitment can have a great impact on decreasing turnover rates. Research shows commitment has a positive effect on productivity, turnover and employees willingness to help co-workers‖. In fact, increased employee commitment has been shown to improve team performance and productivity and decrease absenteeism, turnover, and intention to quit. However, companies can take action to ensure that these increasing trends are minimized within their own individual cultures. Therefore, strong retention strategy must be implemented. It was also noted that there are five essential steps for a company to develop an effective retention strategy; First, a corporate values system must be defined based upon the organization‘s values and vision.

Carney (1998) believes that the key to staff performance is quite simple: communicate, communicate, and communicate. Communication with the employees must begin early in the relationship. He believes that the imprinting period of a new employee is probably less than two weeks. Employers must engage the employee early on by sharing how important the job they do is. Lynn (1997) follows this up by stating that early on an atmosphere of fairness and openness must be created by clearly laying out company policies.

Chipuza (2009) explained that the environments producing such employee patterns of turnover can be seen extensively in fields such as healthcare, retail, and factory work. The commonalities in these environments include, low to moderate employee compensation, lack of upward mobility, high-turnover due to hiring characteristics and competitive job markets, complex training processes, and a wide range of customer issues to be learned. As can be seen, a combination of factors may exist, decreasing employee staff performance and thereby increasing turnover.

Chugtai (2008) notes that, the motivational process increases or influences the job performance and other work outcomes of an individual that can reach to the employees’ outmost performance and even their jobs satisfaction. Many organizations are seeking for a suitable means to motivate their staff in order to help increase the total output of their employees. In today’s increasing competitive marketplace, organizations need to have well planned and expected processes for managing and enhancing the performance of their employees. However, the system adopted to motivate employees may have potentially negative effect on their morale if not properly adopted or applied. A well-motivated staff will deliver satisfactorily to exceed the expectation of customers and this will intend to attract and retain customers so as to meet the ultimate objective (profitability). However, this is not the case in most organization including the hospitals.

Decenzo et al (2002) established that motivation is the main tool to eliminate the negative employee turnover rate inside organisations; this is the backbone of human resource management. The lack of adequate human behaviour motivation will lead to a lack of clear goals and problems with fulfillment as well as a lack of organisational efficiency; further, it is not possible to expect employees to stay in the organisation. The ability of managers to motivate their subordinates comprises the soft skills of human resource management, which is now a dominant trend in global management. In the past few years, the tasks and functions of the human resource department have moved to line managers and supervisors. Nowadays, the manager is supposed to lead, manage, guide, support and develop his/her subordinates and colleagues. Because the importance of positive work motivation is on the rise, human resource management is focused on the definition of the motivation role and its significance.

Ford (2005) noticed that in order to sustain their competitive advantage, nowadays organizations have to adapt to the latest technologies and to face globalization. The inevitable challenges that organizations face are the economic, social, political and technological changes, all of them taking place in the external environment. Nevertheless, adapting to these changes can be an opportunity and a source of motivation for sustaining the competitive advantage. All these changes have a direct and significant impact on the employee motivation, as the organizations need to invest into getting the most intelligent and committed workers. However, managers are reluctant to redesigning the work place, as they either distrust the employees, have financial issues or the levels of ambiguity are high. The most adopted strategies to reduce costs are the implementation of new technologies, cutting down the number of employees and outsourcing. These changes in the internal environment might have a negative impact on employee motivation, as they might feel that the organization is becoming less loyal and dependable to them.

Francis et al (1989) stated that employee involvement and empowerment are two aspects that should not be overlooked as it increases commitment and understanding. Therefore, employees will be less likely to be resistant to changes and not only feel valued by the organization, but also come up with important information, as they are in direct contact with the customers or with the operational processes. On the one hand, autocratic leadership and top-down decision-making create a rigid work environment where employees are given orders to achieve certain tasks. In these organizations, innovation is suppressed and motivation decreases, which has in turn a negative impact on performance. On the other hand, satisfied and motivated employees will contribute to enhanced organizational productivity, which leads to better profits.

Gareth et.al (2003) explained that even with the best strategy in place and appropriate organizational architecture, an organization will be effective only if it members are motivated to perform at a high level. The types of motivation are intrinsic and extrinsic. “Intrinsic motivation is a psychological force that determines the direction of a person’s behavioral as a result of challenging or interesting work, giving autonomy to work, designed scope to develop skills, abilities, opportunity to develop and grow, etc. Extrinsic is also psychological force that determines behavioral change as a result of tangible and intangible benefit such as salary, fringe benefit and special awards.

Geller, (1991) cited most of the companies offer the general security of insurance benefits, retirement programs, and saving plans. As he mentioned if employees are worried about their job for instance whether they will have the job next week so they are not likely to be very responsive, and they are not motivated to perform well and as such security has significantly influenced staff performance.

Homan (2000) explains that generally, remuneration is very significant for the organizations and firms which can attract employees to apply for the job as recruitment. On the other hand, the employees have to retain the high performance of work in order to show their quality of work otherwise will lose their work. Pay practice has some correlation with staff performance as well. The significant of pay is strongly determined of staff performance. Moreover, on his work explains two different type of pay practices effect on staff performance; satisfaction with pay itself and satisfaction with financial prospects in the future. There is a longstanding interest of two items which are correlated with staff performance.

John (2003) state that it is a fact that success in every organization be it a hospital institution depends on the quality of its human resources both skilled and unskilled labor which is perhaps the most intangible aspect of the organization, hence the most important. All these things plants, machinery and financing cannot generate income without manpower. Studies have shown that in today’s competitive business environment, success is increasingly a function of effective human resources management. It is therefore necessary to have a workforce that is motivated to yield high performance and productivity towards achieving the organizational goals and objectives, irrespective of the industry within which an organization operates the concept of motivation cannot be looked down upon. With this regard banking being a service industry and therefore having direct contact with customers, the presence or absence of employees’ motivation can have immediate telling effect on the customer (thus either delighting the customer or otherwise) which eventually results in customer retention and profitability.

Kalimullah (2010) asserts that remuneration is one of reward management practices which normally concerns with pay, wage, salary and benefit as a way of compensating employees for their effort directed towards achieving organizational goals and objectives. The reward has an important role in implementation strategies. First, a high level of pay and/or benefits relative to that of competitors can ensure that the company attract and retains high-quality employee, but this might have a negative effect on the company’s overall labor costs. Second, by tying pay to performance, the company can elicit specific activities and level of performance from employee.

Popoola (2007) asserts that the management of people at work is an integral part of the management process. To understand the critical importance of people in the organisation is to recognize that the human element and the organisation are synonymous. A well-managed organisation usually sees an average worker as the root source of quality and productivity gains. Such organisations do not look at capital investment, but at employees, as the fundamental source of improvement. An organisation is effective to the degree to which it achieves its goals. An effective organisation will make sure that there is a spirit of cooperation and sense of commitment and satisfaction within the sphere of its influence. In order to make employees satisfied and committed to their jobs in academic libraries, there is need for strong and effective motivation at the various levels, departments, and sections of an organisation.

Sara et al (2004) observed that employees want to earn reasonable salaries, as money represents the most important incentive, when speaking of its influential value. Financial rewards have the capacity to maintain and motivate individuals towards higher performance, especially workers from production companies, as individual may use the money to satisfy their needs. Therefore, pay has a significant impact in establishing employees’ diligence and commitment, being a key motivator for employees. Nevertheless, studies have shown that pay does not boost productivity on the long term and money does not improve performance significantly. Moreover, focusing only on this aspect might deteriorate employees’ attitude, as they might pursue only financial gains. Fortunately, there are other non-financial factors that have a positive influence on motivation, such as rewards, social recognition and performance feedbacks.

Whitley (2002) opines that customer satisfaction can also be achieved through empowerment, as employees can make quick decisions to solve the problems without having to ask the manager what to do. Moreover, increased autonomy increases the productivity and enhances their capabilities and motivation to accept new challenges and solve them. Proper remuneration and empowerment combined are imperative if an organization wants to obtain greater dedication and trust from its members. If the employees are loyal to the organization and highly motivated, superior levels of effectiveness and growth can be achieved by the organization. Empowerment gives people responsibility and authority to act as if they are in control of their own destinies. It is essential for an organization to recognize the quality and the results of the employees’ work, as next time they will be even more efficient to get more recognition. Employee participation and empowerment is about the contributions of the employees in administration and decision-making regarding the policies, objectives and the strategies of the organization.

Yoshio (1987) expressed that it is only through varied organizational strategies that a manager will be able to trigger his/ her employee’s hidden talents which are highly important in the productivity and performance of the organization. These strategies can be external and internal to employees and one of these strategies employed by managers is motivation. Motivation approaches definitely satisfy the needs of the employees and in return, the employee repays it through their hard work. Identifying the needs and answering it is the most basic approach of every organization to earn the commitment of the employees.

# Conceptual framework

**Independent variable**  **Dependent variable**

**Staff performance**

* Staff innovativeness
* Positive attitude of staff towards work
* Job satisfaction

**Motivation**

* Career development
* Salaries and benefits
* Opportunity for promotion

 **Intervening variable**

* Organisation policy
* Government policy
* Availability of funds

# Figure 2.1: Conceptual framework

**Source: Adopted from Sara et al (2004) model and modified by the researcher**

The conceptual framework reflects two variables namely motivation as the independent variable and staff performance as the dependent variable. In other words it is conceptualised that staff performance depends on motivation.

However, despite the relationship between the independent variable and dependent variable, other intervening variables exist and can ultimately affect both motivation as the independent variable and staff performance as the dependent variable. For instance, salary increase can lead increased levels of staff innovativeness; however, despite this fact an intervening factor such as organisational policy can affect this phenomenon and bring about another result.

# CHAPTER THREE

# METHODOLOGY

# Introduction

This chapter presents the research methodology that has been employed for this study. It highlights research design and data collection and management.

# Research design

According to Owen (1996) a research design is an outline of how an investigation is carried out and indicates how data is to be collected, what instruments to be adopted and how the data collected and analyzed. This section identifies the research approach, research strategy, research duration, research classification and the study limitations of this study.

# Research approach

A phenomenological research approach was followed which focuses on understanding why something is happening rather than describing why it is happening.

# Research strategy

A research strategy helps the researcher to investigate the research issue. The study adopted a case study as the research strategy and in this study it was NWSC. The strategy involved an up-close in depth and detailed examination of motivation and performance issues in NWSC Entebbe branch. The case study strategy has enhanced the researcher understanding of specific issues, events, decisions and policies that underpin motivation and staff performance at NWSC Entebbe branch.

# Research duration

The study adopted a longitudinal approach. It follows events covering a period the researcher is convinced is long enough to bring out the major issues involved in the study.

# Research classification

The study adopted quantitative and qualitative techniques. Quantitative data involves collecting and converting data into numerical form hence use of statistical calculations in computing the responses from respondents. Qualitative data provides insights an understanding about the study problems through conceptualization. It has involved the researcher in a lot of describing, explaining and exploring events in NWSC, Entebbe branch.

# Limitations of the study

The following are the challenges and bottlenecks the researcher encountered during the study and how they were solved.

**Non-response:** The researcher faced a problem of non-response from the respondents probably because they may be too busy. The researcher overcame this limitation by administering more questionnaires than the actual sample size made up for any non-response.

**Time**: The researcher faced a problem of inadequate time required for the research study. Comprehensive research study involves a great deal of collecting, analyzing and processing hence requires a lot of time which was not enough for the researcher. However the researcher overcame this limitation by designing a work plan or timeframe which served as a guide in time management.

**Financial:** The researcher faced a problem of inadequate funds to cater for transport and stationery. The researcher adopted a relatively small sample so as to minimize on the cost and also get some financial support from well-wishers.

# Data collection and management

# Study population

According to Koffi (2002**),** this is the total number of the respondent from which the sample size is derived. The study population targeted 101 individuals comprising of human resource team, corporation department heads, M&E team and staff members. These were chosen because they are expected to have enough knowledge required in understanding the motivation programs adopted at NWSC since their responsibilities and roles reflect directly back to motivation and its relationship with staff performance.

# Sample size and sampling methods

In this study, a sample size of 101 respondents is to be selected. The sample size is determined using the following formula by Yamane (1967:886).

n = N

 1 + N (e2)

n= 101

 1 + 101 (0.052)

n= 101

 1 + 101(0.0025)

n= 80

# Table 3.1: Distribution of the study population and sample size

|  |  |  |  |
| --- | --- | --- | --- |
| **Respondents**  | **Population**  | **Sample size** | **Sampling techniques** |
| Management | 8 | 8 | Census |
| Department heads | 15 | 12 | Purposive sampling |
| M&E  | 25 | 20 | Purposive sampling |
| Security officers | 6 | 6 | Census |
| Support staff | 35 | 28 | Simple random sampling |
| Customers  | 12 | 6 | Simple random sampling |
| **Total**  | **101** | **80** |  |

**Source: NWSC - records (Primary data)**

# Sampling techniques

According to McCabe (2005), sampling methods are important in identifying the population of interest. In this study, the following are the sampling techniques that were employed. The researcher adopted purposive techniques of sampling to select respondents from monitoring and evaluation team plus department heads. This technique is important because it is dictated by the nature of the study which aims at getting information from specific respondents.

Convenience sampling techniques was adopted by the researcher for convenience purposes just in case the selected staffs are not available at the time of the interview.

Simple random sampling technique was also adopted to select respondents from support staff and customers. This technique is important because it gave respondents equal chances of participating in the study and as such eliminating elements of bias.

# Data collection sources

According to Weiner, (1995), data collection is a standout amongst the most essential stages in carrying on a research. It helps in figuring out what sort of data is needed

**Primary data**

Primary data is data that is collected by a researcher from first-hand sources. In this study, primary data was collected directly from primary sources with the aim of gathering richness of information from most reliable and informed respondents about the current situation of the study problem.

**Secondary data**

Secondary data is data gathered from studies, surveys, or experiments that have been run by other people or for other research. The current study gathered information from secondary sources because it has a pre-established degree of [validity](https://en.wikipedia.org/wiki/Validity_%28logic%29) and [reliability](https://en.wikipedia.org/wiki/Reliability_%28statistics%29) which need not be re-examined by the researcher.

# Data collection methods

Ormrod, (2001) states that data collection methods are an important aspect of any type of research study. Inaccurate data collection can role the results of a study and ultimately lead to invalid results.

# Questionnaire survey

A survey questionnaire is a set of questions used in a survey (Andrea, 2014). The survey questionnaire is a type of data gathering method that is utilized to collect, analyze and interpret the different views of a group of people from a particular population. The method was used because data can be collected relatively quickly since the researcher does no need to be present when the questionnaires are being completed.

# Interviewing

Andrea (2014) states that interview method of data collection are a verbal conversation between two people with the objective of collecting relevant information for the purpose of research. The purposes of the interview is to explore the views, experiences, beliefs and/or motivations of individuals on specific matters and are particularly appropriate for exploring issues where participants may not want to talk about such issues in a group environment.

# Data collection instruments

# Data collection instruments/tools

In this study the researcher used interviews and questionnaires to collect primary data from the respondents to collect secondary data from libraries, resource centers and the internet. This enabled the researcher to capture both qualitative and quantitative data. The interviews helped the researcher to capture qualitative data through detailed discussions about the study variables, whereas the questionnaire mostly captured quantitative data.

# Self-administered questionnaire

The researcher used a semi-structured questionnaire with closed ended questions. These closed-ended questions contained predetermined alternative answers for the respondent to choose from in the process of responding to the question. The questions in the questionnaire were constructed in the simplest language possible to enable participants respond to them with ease. The questionnaire were designed in such a way that each besides the socio-demographic questions, specific questions were asked for each specific objective of the study. The questionnaire was applied to all respondents and support staff in order to save time since it would consume more time to interview all of them.

A Likert scale or more accurately a Likert-type scale, is a psychometric scale commonly used in questionnaires, and was used in this research. When responding to a Likert questionnaire item, respondents specified their level of agreement or disagreement on a symmetric agrees-disagree scale for a series of statements. Thus, the scale captured the intensity of their feelings. The format of a typical five-level Likert item was: 1. strongly disagree; 2. Disagree; 3. Not sure; 4. Agree and 5. Strongly agree.

# Interview guide

For management of respondents face to face interviews were conducted alongside self administered questionnaires so as to enhance response to questions generally regarded as sensitive. The researcher used structured and face to face interviews because they provide first-hand information; data was collected because it is less costly and has the ability to clarify questions. In this method, interview guides were drafted and questions were asked and then note results corresponding the asked questions.

# Validity of the instrument

Cresswell (1997) states that validity is adopted to determine whether research measures what it intended to measure and to approximate the truthfulness of the results. A pre-test of the research instrument to establish its validity was done. The instrument was given to two experts who gave their opinions on the relevance of the questions using a 5- point scale of relevant to not relevant. It was further pre-tested by administering it to probable respondents (n=10) and test their understandability of the items. Items that were found not to be relevant were then eliminated and those found not to be understood were adjusted for understandability for the final research instrument that was adopted.

# Reliability of the instrument

Reliability is the degree to which an assessment tool produces stable and consistent results (Fraser, 2004). This is important because it enabled the researcher to make conclusions of the study. Reliability of the questionnaire items was tested using the Cronbach’s alpha coefficient. Reliability of this study’s instruments was ascertained by pre-testing the questionnaires and interview guide. The researcher established the reliability of the questionnaire using reliability analysis by using the scale reliability of the instruments under SPSS software.

# Data processing

The collected data was edited, coded and cross checked for completeness using Ms Excel and exported to SPSS for analysis.

# Data analysis

After processing the summarized data was analysed using both descriptive statistics and inferential statistics made use of frequencies and percentages while inferential statistics based on correlation and regression analysis to test the hypothesis for generalization.

# Access to data collection sources

In order to collect required data from NWSC, the researcher obtained an introductory letter from the Dean of School of Business Administration of Nkumba University. The letter was delivered to NWSC to seek permission to conduct the research in their corporation. Official acceptance was communicated to School of Business Administration by National Water and Sewerage Corporation, Entebbe branch. After the researcher collected data on how motivation influences staff performance from respective respondents

# Ethical considerations

Ethical issues were considered during data collection, the researcher obeyed the rules and rights of the respondents. This was done so as to ensure that the right to privacy and protection of the respondents was not infringed. Assurance of no other use of the information given apart from the study purpose was also granted. Furthermore, in relation to ethics and confidentiality in research, the researcher ensured the responsibility of ensuring that information about the subjects and the responses remained confidential and that they are adopted for no purpose other than the research for which it was intended (Mason and, 2007). In all cases, informed consent and confidentiality standards was implemented and clearly explained to respondents.

# CHAPTER FOUR

# DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS

# Introduction

In this chapter, respondents were asked to provide their background information and their Results are summarised in Tables below:

Out of the 80 questionnaires distributed, 76 respondents filled and returned the questionnaires representing 95.0% response rate which is above average of 0.70 as recommended by Selhar (2004). The 76 filled questionnaires are the basis of reporting in this chapter and the subsequent chapters.

# Gender of respondents

Respondents were asked to identify the gender in which they belonged and Results to this question are summarised in Table 4.1

|  |
| --- |
| Table 4.1: Gender |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Female | 42 | 55.3 | 55.3 | 55.3 |
| Male | 34 | 44.7 | 44.7 | 100.0 |
| Total | 76 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

The results in table 4.1 indicate that 55.3% of the respondents were females while 44.7% were males. The results show that majority of the respondents belonged to the female gender, however, they also show that gender parity was observed in the study.

# Age (in years of respondents)

Respondents were also asked to identify the age brackets in which they belonged; the results are presented in table 4.2

|  |
| --- |
| Table 4.2: Age in years |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | 20-30 years | 18 | 23.7 | 23.7 | 23.7 |
| 31-40 years | 22 | 28.9 | 28.9 | 52.6 |
| 41-50 years | 30 | 39.5 | 39.5 | 92.1 |
| Above 50 years | 6 | 7.9 | 7.9 | 100.0 |
| Total | 76 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

As seen in table 4.2, results show that 23.7% of the respondents were aged between 20-30 years, 28.9% were aged between 31-40 years, and 39.5% were aged between 41-50 years while 7.9% were aged above 50 years. This shows that respondents were mature and could answer questions to the study appropriately.

# Period of service in NWSC (in years)

For purposes of gathering reliable information, respondents were asked to identify the number of years they had served in NWSC. Responses to the question are captured in table 4.3

|  |
| --- |
| Table 4.3: Period of service in NWSC (in years) |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Below 2 years | 20 | 26.3 | 26.3 | 26.3 |
| 2-5 years | 26 | 34.2 | 34.2 | 60.5 |
| 6-10 years | 5 | 6.6 | 6.6 | 67.1 |
| Above 10 years | 25 | 32.9 | 32.9 | 100.0 |
| Total | 76 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

The results in table 4.3 show that 26.3% had served for a period below 2 years, 34.2% had served for a period between 2-5 years, and 6.6% had served for a period between 6-10 years while 32.9% had served for a period above 10 years. This is an indication that all respondents had served in the corporation for a period of time hence they were assumed to be conversant with how NWSC motivates its employees.

# Highest level of education

Respondents were asked to identify their highest level of education, the results to the question are obtained in table 4.4

|  |
| --- |
| Table 4.4: Highest level of education |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Certificate | 2 | 2.6 | 2.6 | 2.6 |
| Diploma | 15 | 19.7 | 19.7 | 22.4 |
| Bachelor's degree | 31 | 40.8 | 40.8 | 63.2 |
| Master degree | 15 | 19.7 | 19.7 | 82.9 |
| If others, specify | 13 | 17.1 | 17.1 | 100.0 |
| Total | 76 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

As seen in table 4.4, results show that 2.6% of the respondents had certificate, 19.7% had diploma level of education, 40.8% had bachelor’s degree, 19.7% had master degree, while 17.1% specified that they had higher levels of education however, this was on doctorate levels. This shows that respondents were well educated to understanding practices of motivation and how this can be applied on employees.

# CHAPTER FIVE

# CAREER AND CAPACITY DEVELOPMENT AND STAFF PERFORMANCE

# Introduction

This chapter deals with the first objective of the study: how NWSC Entebbe branch ensures career and capacity development for its staff. It aims at examining the situation at NWSC with the intention of establishing whether the corporation has made efforts to provide career development where all employees can improve on creativity.

Creativity and career development rarely come up in the same sentence. In fact, many organizations have inadvertently wrung a lot of creativity out of career development through the creation of complicated systems, processes, step-wise tools and forms. Yet what they’re discovering is, the more sophisticated the individual development planning process, the less creativity is actually allowed.

As a result, many managers and employees are painting by numbers when it comes to career development. They do what’s expected of them. They complete the forms. They meet the deadlines. And they continue to complain about the lack of authentic career development in their organizations. Responsive organizations, dedicated to the [engagement and well-being of employees](https://www.juliewinklegiulioni.com/blog/leadership-matters/the-engagement-ring/), are struggling to address these issues and meet the needs and expectations of today’s workforce. But the inconvenient truth is that today’s environment is very different from the environment that established these expectations decades ago:

The study adopted the help of the following question to try to cover and explore career development practices and creativity of employees at NWSC;

# Opportunity for career development is based on good performance

Respondents were asked whether the corporation’s decision to provide an opportunity for career development is based on good performance. Results to the question are captured in table 5.1

|  |
| --- |
| Table 5.1: Opportunity for career development is based on good performance |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 10 | 13.2 | 13.2 | 13.2 |
| Disagree | 9 | 11.8 | 11.8 | 25.0 |
| Not sure | 7 | 9.2 | 9.2 | 34.2 |
| Agree | 21 | 27.6 | 27.6 | 61.8 |
| Strongly agree | 29 | 38.2 | 38.2 | 100.0 |
| Total | 76 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

It is evident in table 5.1 that 13.2% of the respondents strongly disagreed, 11.8% disagreed, 9.2% were not sure, 27.6% agreed while 38.2% strongly agreed to the statement, since most of the respondents responded positively, this can be adopted to conclude that opportunities for career development at NWSC are done based on good performance. During an interview session, one key respondent from management stated that;

*“Exclusive performers are recognised and provided with chances of improving on their careers through career development to ensure they can handle more responsibilities in the work place”*

In addition, a combined percentage of 25.0% generally disagreed; this shows that there is some degree of employees who have worked hard but never received chances of career development. This uncertainty is likely to result to job dissatisfaction, as employees will see inequality in this practice.

# NWSC sponsors education and training for staff

Respondents were also asked whether the corporation sponsors education and training for staff and the table below shows a summary of findings on the issue

|  |
| --- |
| Table 5.2: NWSC sponsors education and training for staff |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 24 | 31.6 | 31.6 | 31.6 |
| Disagree | 25 | 32.9 | 32.9 | 64.5 |
| Not sure | 8 | 10.5 | 10.5 | 75.0 |
| Agree | 12 | 15.8 | 15.8 | 90.8 |
| Strongly agree | 7 | 9.2 | 9.2 | 100.0 |
| Total | 76 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

Table 5.2 shows that 31.6% of the respondents strongly disagreed to the statement, 32.9% disagreed, 10.5% were not sure, 15.8% agreed while 9.2% strongly agreed. Since majority 64.5% of the respondents generally disagreed, one can conclude that NWSC does not sponsor training and education for their staff. This is not good because in this era of globalisation, the business world is so dynamic and customers' needs are always changing and organisations have to change to keep up with the competition and this can be, countered through training staff members. Some employees may desire to go for further education but may lack the required resources to do so. Besides, every organisation needs to train its staff from time to time to enhance improved performance.

# Employees are given study leave

Respondents were also asked whether employees are given study leave. Responses to the question are as seen in table 5.3

|  |
| --- |
| Table 5.3: Employees are given study leave |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 11 | 14.5 | 14.5 | 14.5 |
| Disagree | 15 | 19.7 | 19.7 | 34.2 |
| Not sure | 5 | 6.6 | 6.6 | 40.8 |
| Agree | 32 | 42.1 | 42.1 | 82.9 |
| Strongly agree | 13 | 17.1 | 17.1 | 100.0 |
| Total | 76 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

As seen in table 5.3, results show that 14.5% of the respondents strongly disagreed, 19.7% disagreed, 6.6% were not sure, 42.1% agreed while 17.1% strongly agreed to the statement. Since majority of the respondents generally agreed, it can be implied to mean that employees are given time off to go for further studies. This is a good human resource practice since employees need to be, developed over time in order to improve their performance in a dynamic work environment. Respondents stated that management gives employees who wish to further their studies some time off and guarantee security of their jobs when they return. This increases job creativity among employees at NWSC.

# NWSC offers sessions for capacity building

Respondents were also asked whether NWSC offers sessions for capacity building. The results to the question are summarised in table 5.4

|  |
| --- |
| Table 5.4: NWSC offers sessions for capacity building |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 10 | 13.2 | 13.2 | 13.2 |
| Disagree | 14 | 18.4 | 18.4 | 31.6 |
| Not sure | 9 | 11.8 | 11.8 | 43.4 |
| Agree | 20 | 26.3 | 26.3 | 69.7 |
| Strongly agree | 23 | 30.3 | 30.3 | 100.0 |
| Total | 76 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

Results in table 5.4 show that 13.2% of the total respondents strongly disagreed, 18.4% disagreed, 11.8% were not sure, 26.3% agreed while 30.3% strongly agreed. The majority of respondents that is 56.6% supported the statement and this can mean that NWSC arranges for sessions that enhance capacity building among its staff. This improves performance of employees and their job creativity levels and in turn employee performance. Management should keep up with this.

# Highly qualified staff are given better positions

Respondents were further asked whether highly qualified staffs are given better positions. The results to the question are presented in table 5.5

|  |
| --- |
| Table 5.5: Highly qualified staff are given better positions |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 5 | 6.6 | 6.6 | 6.6 |
| Disagree | 7 | 9.2 | 9.2 | 15.8 |
| Not sure | 8 | 10.5 | 10.5 | 26.3 |
| Agree | 22 | 28.9 | 28.9 | 55.3 |
| Strongly agree | 34 | 44.7 | 44.7 | 100.0 |
| Total | 76 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

According to results in table 5.5, it is evident that 6.6% of the respondents strongly disagreed, 9.2% disagreed, 10.5% were not sure, 28.9% agreed while 44.7% strongly agreed. This can be implied to mean that management considers high qualifications for several positions in the corporation. During an interview session, a key respondent from human resource department stated that;

*“Hiring the right people for the right position requires efficient staffing management which begins by employee evaluation to determine those employees who are highly qualified to represent the corporation. Internally, this enhances employee performance and creativity because knowledgeable employees help the business attain reputation for good services.”*

This means that promotion at NWSC is based on merit of each staff member.

# NWSC ensures staff take part in decision making

Respondents were asked whether NWSC ensures staff is involved in decision making process. Results to the question are obtained in table 5.6

|  |
| --- |
| Table 5.6: NWSC ensures staff take part in decision making |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 21 | 27.6 | 27.6 | 27.6 |
| Disagree | 24 | 31.6 | 31.6 | 59.2 |
| Not sure | 3 | 3.9 | 3.9 | 63.2 |
| Agree | 10 | 13.2 | 13.2 | 76.3 |
| Strongly agree | 18 | 23.7 | 23.7 | 100.0 |
| Total | 76 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

The results in table 5.6 revealed that 27.6% of the respondents strongly disagreed, 31.6% disagreed, 3.9% had no pertinent issue of the statement, 13.2% agreed while 23.7% strongly agreed. A combined percentage of 59.2% generally disagreed to this issue and this can be interpreted to mean that management does not allow employees to participate in decision making. This makes employees to feel like their opinions do not matter to the organisation and that they are important enough to be part of decision-making. Besides, decisions made jointly with employees are more acceptable to them than orders from above, which may seem to, being, imposed on to them.

# There is effective communication between employees and the management

Respondents were also asked whether the communication between employees and management is effective. Responses to the question are presented in table 5.7

|  |
| --- |
| Table 5.7: There is effective communication between employees and the management |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 12 | 15.8 | 15.8 | 15.8 |
| Disagree | 9 | 11.8 | 11.8 | 27.6 |
| Not sure | 10 | 13.2 | 13.2 | 40.8 |
| Agree | 24 | 31.6 | 31.6 | 72.4 |
| Strongly agree | 21 | 27.6 | 27.6 | 100.0 |
| Total | 76 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

As seen in table 5.7, results indicate that 15.8% of the respondents strongly disagreed, 11.8% disagreed, 13.2% were not sure, 31.6% agreed while 27.6% strongly agreed respectively. Since majority of the respondents generally agreed, it can be concluded to mean that management listens to everyone who raises issues or point. Usually, communication from employees is about concerns or complaints amongst them or and management. Effective communication between the two parties has improved on work environment which creates good conditions for employee creativity.

# NWSC management recognises and appreciates employee efforts

Similar to the above question, respondents were also asked whether NWSC management recognises and appreciates efforts. This is presented in table 5.8

|  |
| --- |
| Table 5.8: NWSC management recognizes and appreciates employee efforts |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 10 | 13.2 | 13.2 | 13.2 |
| Disagree | 15 | 19.7 | 19.7 | 32.9 |
| Not sure | 8 | 10.5 | 10.5 | 43.4 |
| Agree | 21 | 27.6 | 27.6 | 71.1 |
| Strongly agree | 22 | 28.9 | 28.9 | 100.0 |
| Total | 76 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

According to results in table 5.8, 13.2% of the respondents strongly disagreed to the statement, 19.7% disagreed, 10.5% were not sure, 27.6% agreed while 28.9% strongly agreed respectively. Majority of the respondents that is 56.5% responded positively and this can be interpreted to mean that management endeavors to increase employee engagement to do more work by recognizing and appreciating employee efforts. It was also stated that NWSC ensures that reward is always done in an unexpected manner, specific and demonstrates that the corporation cares about the employees to an extent that goes beyond working life.

# Testing hypothesis 1

There is no significant relationship between provision of career development and creativity significantly and creativity among staff

|  |
| --- |
| Table 5.9: Model Summary |
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .857a | .735 | .731 | .81376 |
| a. Predictors: (Constant), Career development |

From findings in table 5.9, the value of Adjusted R squared was .731, an indication that there was a variation of 73.1% in staff creativity due to changes in career development at 95% confidence interval. This shows that 73.1% of changes in staff creativity could be accounted for by provision of career development. R is the correlation coefficient which allows the relationship between the variables, from the findings in table 5.9, it is indicated that there was a strong positive relationship between career development and staff creativity by .857

# ANOVA (Analysis of variance)

ANOVA analysis was performed to test the equivalent hypothesis that there is no significant relationship between career development and staff creativity at NWSC. The results are summarized in table 5.10

|  |
| --- |
| Table 5.10: ANOVAa |
| Model | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 135.733 | 1 | 135.733 | 204.971 | .000b |
| Residual | 49.003 | 74 | .662 |  |  |
| Total | 184.737 | 75 |  |  |  |
| a. Dependent Variable: Staff performance |
| b. Predictors: (Constant), Career development |

From the ANOVA test in table 5.10, the processed data which is the population parameters, had a significance level of 0.01 which indicates that the value of significance (p-value) is less than 0.05. This is an indication that provision of career development at NWSC significantly influences staff creativity.

# Correlation Analysis

|  |
| --- |
| Table 5.11: Correlations |
|  | Career development | Staff performance |
| Career development | Pearson Correlation | 1 | .857\*\* |
| Sig. (2-tailed) |  | .000 |
| N | 76 | 76 |
| Staff performance | Pearson Correlation | .857\*\* | 1 |
| Sig. (2-tailed) | .000 |  |
| N | 76 | 76 |
| \*\*. Correlation is significant at the 0.01 level (2-tailed). |

As seen in table 5.11, the hypothesis was subjected to a bivariate Pearson correlation, the test revealed that there is a significant relationship between career development and staff creativity represented by (r (76) = .857, P<0.01). This means that for NWSC to ensure improved staff creativity, management has to provide career development opportunities

# CHAPTER SIX

# SALARIES AND BENEFITS AND STAFF PERFORMANCE

# Introduction

This chapter deals with the second objective of the study: how NWSC Entebbe branch pays salaries and benefits bearing a fair and reasonable relationship to work performed. It aims at examining the situation at NWSC with the intention of establishing whether the corporation has made efforts to provide career development where all employees can improve on creativity.

Managers and employees of NWSC are vitally interested in the conditions of employment and these affect every working hour. Employees expect payment for the services they render. Management of NWSC has to make a number of interrelated decisions concerning the relative magnitude of its wages and salaries as compared to other statutory bodies and the relative rates for different jobs within the organization.

Employees receive income from the organization for work performed, but how much work constitutes a fair day's work or the effort that management can reasonably expect is the question. Work measurement techniques be employed but equitable standards can be set and incentive plans be designed to provide financial rewards commensurate with employee performance.

In an attempt to explore the situation at NWSC regarding salaries and wages, the researcher asked respondents the following questions raised in a questionnaire and responses were as shown in the tables below;

# Salaries correspond to job specification

Respondents were asked whether salaries correspond to job specifications, the results to the question are presented in table 6.1

|  |
| --- |
| Table 6.1: Salaries correspond to job specification |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 10 | 13.2 | 13.2 | 13.2 |
| Disagree | 8 | 10.5 | 10.5 | 23.7 |
| Not sure | 7 | 9.2 | 9.2 | 32.9 |
| Agree | 26 | 34.2 | 34.2 | 67.1 |
| Strongly agree | 25 | 32.9 | 32.9 | 100.0 |
| Total | 76 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

Table 6.1 shows that 13.2% of the respondents strongly disagree, 10.5% disagreed, 9.2% were not sure, 34.2% agreed while 32.9% strongly agreed respectively. Since majority of the respondents generally agreed it can be implied to mean that most employees are satisfied with their salaries; this could mean that they feel that the work they do is equivalent to the money they are paid. However, 23.7% of the respondents generally disagreed and one can conclude that not all employees are satisfied with the money received. This means that some employees feel like they deserve more than what they actually receive.

# NWSC provides fringe benefits to staff

Respondents were also asked whether they corporation provides fringe benefits to staff. Results to the question are summarised in table 6.2

|  |
| --- |
| Table 6.2: NWSC provides fringe benefits to staff |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 9 | 11.8 | 11.8 | 11.8 |
| Disagree | 12 | 15.8 | 15.8 | 27.6 |
| Not sure | 14 | 18.4 | 18.4 | 46.1 |
| Agree | 24 | 31.6 | 31.6 | 77.6 |
| Strongly agree | 17 | 22.4 | 22.4 | 100.0 |
| Total | 76 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

According to results in table 6.2, it is indicated that 11.8% of the respondents to the statement, 15.8% disagreed, 18.4% were not sure, 31.6% agreed while 22.4% strongly agreed. 54.0% of the respondents responded positively and this means that the employees receive fringe benefits from NWSC. 18.4% of the respondents were not sure and this could be interpreted to mean that some employees are not aware of the benefits awarded to the rest. Respondents also stated that for those employees who receive fringe benefits, this is done as a major consideration in a total compensation package such as health insurance, these tools are adopted as a tool to retain top talented performers

# Salary scales are revised every year

Respondents were also asked whether salaries are revised every year. Responses to the question are presented in table 6.3

|  |
| --- |
| Table 6.3: Salary scales are revised every year |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 11 | 14.5 | 14.5 | 14.5 |
| Disagree | 12 | 15.8 | 15.8 | 30.3 |
| Not sure | 9 | 11.8 | 11.8 | 42.1 |
| Agree | 30 | 39.5 | 39.5 | 81.6 |
| Strongly agree | 14 | 18.4 | 18.4 | 100.0 |
| Total | 76 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

According to table 6.3 above, 14.5% strongly disagreed and 15.8% disagreed and 11.8% were not sure while 18.4% strongly agreed and 39.5% agreed. Majority of the respondents that is 57.9% responded positively and this means that the salary scale of NWSC is revised annually. Respondents stated that most employees at the corporation have annual contracts and there is need to revisit the terms of employment after a year. This ought, checking, as the economic conditions are always changing every year and people's demands are changing.

# Salary scale are revised according to inflation rate

Respondents were also asked whether salary scales are revised according to inflation rates. The results to the question are obtained in table 6.4

|  |
| --- |
| Table 6.4: Salary scale are revised according to inflation rate  |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 21 | 27.6 | 27.6 | 27.6 |
| Disagree | 24 | 31.6 | 31.6 | 59.2 |
| Not sure | 8 | 10.5 | 10.5 | 69.7 |
| Agree | 10 | 13.2 | 13.2 | 82.9 |
| Strongly agree | 13 | 17.1 | 17.1 | 100.0 |
| Total | 76 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

Results in table 6.4 revealed that 27.6% strongly disagreed, 31.6% disagreed, 10.5% were not sure, 13.2% agreed while 17.1% strongly agreed. The majority of the respondents that is 59.2% responded negatively and this can mean that the salary scale is not, revised according to inflation rate. This is not a good practice because changes in inflation affects the time value of money and the value of a certain amount of money changes over time. The salary should therefore, be revised and changed according to changes in inflation so that the needs of employees are, met in order to keep them satisfied.

# Salary scales are according to qualification

Respondents were asked whether salary scales are according to qualification and responses to the question are captured in table 6.5

|  |
| --- |
| Table 6.5: Salary scales are according to qualification |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 16 | 21.1 | 21.1 | 21.1 |
| Disagree | 22 | 28.9 | 28.9 | 50.0 |
| Not sure | 16 | 21.1 | 21.1 | 71.1 |
| Agree | 14 | 18.4 | 18.4 | 89.5 |
| Strongly agree | 8 | 10.5 | 10.5 | 100.0 |
| Total | 76 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

As seen in table 6.5, results show that 21.1% of the total respondents strongly disagreed, 28.9% disagreed, 21.1% were not sure, 18.4% agreed while 10.5% strongly agreed respectively. This can be interpreted to mean that the salary scale is not designed according to one’s qualification and the most qualified employees do not necessarily earn the highest amount of salary. Other criteria such as the department where one works and the type of job one does may be what NWSC uses. The Criterion such as the most qualified employees with relevant experience can be adopted alongside others to earn the highest amount of money.

# Exclusive performers are rewarded

Respondents were also asked whether exclusive performers are rewarded. The responses to the question are shown in table 6.6

|  |
| --- |
| Table 6.6: Exclusive performers are rewarded |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 10 | 13.2 | 13.2 | 13.2 |
| Disagree | 18 | 23.7 | 23.7 | 36.8 |
| Not sure | 6 | 7.9 | 7.9 | 44.7 |
| Agree | 21 | 27.6 | 27.6 | 72.4 |
| Strongly agree | 21 | 27.6 | 27.6 | 100.0 |
| Total | 76 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

Table 6:6 shows that 13.2% strongly disagreed and 23.7% disagreed while 27.6% strongly agreed and 27.6% also agreed, while 7.9% uncertain. 55.2% of total respondents generally agreed and this can be interpreted to mean that exclusive employees are rewarded at NWSC. This is a good practice as it encourages employees from making extra effort to work harder as they expect recognition and reward for their effort. However, 36.9% of total respondents generally disagreed and this could mean that on an irregular basis, sometimes, exclusive performers are not rewarded.

# Salary and wages are paid in a timely manner

Respondents were also asked whether salary and wages are paid in a timely manner. The responses to the question are presented in table 6.7

|  |
| --- |
| Table 6.7: Salaries and wages are paid in a timely manner |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 20 | 26.3 | 26.3 | 26.3 |
| Disagree | 31 | 40.8 | 40.8 | 67.1 |
| Not sure | 5 | 6.6 | 6.6 | 73.7 |
| Agree | 7 | 9.2 | 9.2 | 82.9 |
| Strongly agree | 13 | 17.1 | 17.1 | 100.0 |
| Total | 76 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

The results in table 6.7 indicate that 26.3% of the respondents strongly disagreed to the statement, 40.8% disagreed, 9.2% agreed while 17.1% strongly agreed, and 6.6% were not sure. Majority of the respondents that is 67.1% responded negatively to this issue and this can be interpreted to mean that employees of NWSC do not receive their salaries in time. Respondents stated that this issue has caused a lot of complaints from employees leading to some leaving the corporation, and for those who remain, their performance levels are too low and do not meet the standards of the organisation.

# All employees are entitled to bonus reward payments

Respondents were also asked whether all employees are entitled to bonus reward payments. Responses to the question are summarised in table 6.8

|  |
| --- |
| Table 6.8: All employees are entitled to bonus reward payments |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 5 | 6.6 | 6.6 | 6.6 |
| Disagree | 6 | 7.9 | 7.9 | 14.5 |
| Not sure | 10 | 13.2 | 13.2 | 27.6 |
| Agree | 29 | 38.2 | 38.2 | 65.8 |
| Strongly agree | 26 | 34.2 | 34.2 | 100.0 |
| Total | 76 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

According to the table 6.8 above, 34.2% of total respondents strongly agreed and 38.2% also agreed while 6.6% strongly disagreed and 7.9% disagreed while 13.2% were uncertain. The majority of the respondents that is 72.4% generally agreed and this can mean that all employees at NWSC regardless of age, sex, position, experience or qualification are all entitled to bonus reward payments. Management always endeavors to keep with this practice, as it is likely to increase job satisfaction of employees and as such reduce chances of labour turn over and hence increase organizational performance.

# All employee are paid substance allowances

Respondents were also asked whether employees are paid substance allowances. Results to the question are captured in table 6.9

|  |
| --- |
| Table 6.9: All employee are paid substance allowances |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 11 | 14.5 | 14.5 | 14.5 |
| Disagree | 12 | 15.8 | 15.8 | 30.3 |
| Not sure | 9 | 11.8 | 11.8 | 42.1 |
| Agree | 30 | 39.5 | 39.5 | 81.6 |
| Strongly agree | 14 | 18.4 | 18.4 | 100.0 |
| Total | 76 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

The results in table 6.9 show that 14.5% of total respondents strongly disagreed while 15.8% disagreed and 39.5% agreed and 18.4% strongly agreed and 11.8% were not sure. The majority of the respondents that is 57.9% responded positively and this can mean that all employees of NWSC receive substance allowances while on official duties. This is a motivating factor as employees will not feel exploited and are therefore likely to derive job satisfaction.

# Testing hypothesis 2

There is no significant relationship between provision of salaries and benefits and competence among staff

# Correlation Analysis

|  |
| --- |
| Table 6.10: Correlations |
|  | Salaries and benefits | Staff performance |
| Salaries and benefits | Pearson Correlation | 1 | .479\*\* |
| Sig. (2-tailed) |  | .000 |
| N | 76 | 76 |
| Staff performance | Pearson Correlation | .479\*\* | 1 |
| Sig. (2-tailed) | .000 |  |
| N | 76 | 76 |
| \*\*. Correlation is significant at the 0.01 level (2-tailed). |

As noted from the table above, there was a significant relationship between payment of salaries & benefits and competence of employees, (r (76) = .479, P<0.01). This meant that to improve on the competence of workers, NWSC has to pay fair salaries and wages for their fair labour contributed. The same hypothesis was, subjected to a regression matrix. The test revealed a linear relationship (F (1, 76) =28.268, P<0.01) between payment of fair salaries and benefits and competence.

The second regression matrix showed payment of salaries and benefits has a significant predictor on competence as indicated in table below

|  |
| --- |
| Table 6.11: Coefficientsa |
| Model | Unstandardized Coefficients | Standardized Coefficients | t | Sig. |
| B | Std. Error | Beta |
| 1 | (Constant) | 1.733 | .256 |  | 6.775 | .000 |
| Salaries and benefits | .457 | .086 | .459 | 5.317 | .000 |
| a. Dependent Variable: Staff performance |

In addition the results show that; charitable CSR activities represented by [β=0.459, p<0.05, t-statistic=5.317, p<0.05] influences staff performance as the dependent variable. The independent variable is significant because its Beta is twice larger than the corresponding standard errors and its t-statistic is greater than two. Any independent variable with a t-statistic greater than two indicates a strong correlation with the dependent variable.

In conclusion, it can be noted that there is a statistically significant positive relationship between salaries and benefits and staff performance at NWSC.

# CHAPTER SEVEN

# OPPORTUNITY FOR PROMOTION AND STAFF PERFORMANCE

# Introduction

This chapter deals with the third objective of the study: how opportunity for promotion at NWSC ensures flexibility among staff. It aims at examining the situation at NWSC with the intention of establishing whether the corporation has made an endeavor to provide opportunities of promotion where all employees can improve on flexibility.

Today, more and more top-level talent are foregoing promotion in favor of what really matters most to them work-life balance. Not to mention the millions of highly-educated women who leave the workforce due to a lack of flexible work options. Problem is, many companies are still slow to realize that while promotion are a great way to recognize employees’ hard work, and they often typically include increased expectations of work hours and stress. Employees, who are already stretched thin juggling work with their outside lives, can be the tipping point. Without offering flexible work options of some sort (mainly telecommuting or offering a flexible or alternative schedule), companies instead risk losing their best people.

When companies don’t offer flexible work options to key employees (and frankly, their entire staff as a whole), they will stubbornly and stupidly lose money. How? Offering a promotion to an employee who does not want one subsequently puts everyone in an awkward position. By not accepting the promotion, the employer will most likely feel offended.

# NWSC trains its employees on every new policies introduced by government

Respondents were asked whether the corporation trains employees on every new policy introduced by government. Results to the question are shown in table 7.1

|  |
| --- |
| Table 7.1: NWSC trains its employees on every new policies introduced by government |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 14 | 18.4 | 18.4 | 18.4 |
| Disagree | 10 | 13.2 | 13.2 | 31.6 |
| Not sure | 4 | 5.3 | 5.3 | 36.8 |
| Agree | 23 | 30.3 | 30.3 | 67.1 |
| Strongly agree | 25 | 32.9 | 32.9 | 100.0 |
| Total | 76 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

As seen in table 7.1, results indicate that 18.4% strongly disagreed, 13.2% disagreed, 5.3% were not sure, 30.3% agreed while 32.9% strongly agreed to the statement. A combined majority of 63.2% of the respondents generally agreed and one can conclude to mean that most employees are aware of the new changes in government policies that guide the operation of the corporation. Respondents stated that due to modernization trends, it is necessary to develop innovative management system which enables employees understand the policies that govern their performance in the public sector.

# NWSC encourages its employees to acquire new skills

Respondents were asked whether the corporation encourages its employees to acquire new skills. Results to the question are presented in table 7.2

|  |
| --- |
| Table 7.2: NWSC encourages its employees to acquire new skills |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 25 | 32.9 | 32.9 | 32.9 |
| Disagree | 28 | 36.8 | 36.8 | 69.7 |
| Not sure | 7 | 9.2 | 9.2 | 78.9 |
| Agree | 12 | 15.8 | 15.8 | 94.7 |
| Strongly agree | 4 | 5.3 | 5.3 | 100.0 |
| Total | 76 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

According to results in table 7.2, 32.9% of the respondents strongly disagreed, 36.8% disagreed, 9.2% were not sure, 15.8% agreed while 5.3% strongly agreed. Since majority of the respondents generally disagreed, presented by 69.7% it can be implied to mean that the corporation does not inspire employees to learn new skills. It was revealed that the corporation does not provide coaching opportunities to any employee beyond their respective job description, informative conferences are usually taken up by high department heads but never subordinates, and that any interest of advancing on level of education completely has to do with the employee, in which some are given difficulty in applying for study leave. This is not a good practice as it demoralizes employees in taking up more active roles within the corporation.

Similarly, respondents were asked whether the corporation effectively communicates with employees on available promotion opportunities. Responses are captured in table 7.3

|  |
| --- |
| Table 7.3: NWSC effectively communicates with its employees on the available promotion opportunities |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 4 | 5.3 | 5.3 | 5.3 |
| Disagree | 3 | 3.9 | 3.9 | 9.2 |
| Not sure | 7 | 9.2 | 9.2 | 18.4 |
| Agree | 30 | 39.5 | 39.5 | 57.9 |
| Strongly agree | 32 | 42.1 | 42.1 | 100.0 |
| Total | 76 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

The results in table 7.3 reveal that 5.3% of the respondents strongly disagreed, 3.9 disagreed, 9.2% were not sure, 39.5% agreed while 42.1% strongly agreed. A total of 81.6% of the respondents responded positively and since they are the majority mean that recruitment for a position that falls vacant is first communicated internally. This is a good practice since there may be persons qualified within the organisation who would want to fill up a certain position if considered, this will be less costly for the organisation since the individual is already familiar with the culture of the organisation. However, denying existing employees such a chance is not a motivating factor and contributes to dissatisfaction among employees who may desire a promotion but do not see any chance for one in the near future.

# High performers are given promotion in work place

Respondents were also asked whether high performing employees are given promotion in work place, responses to the question are presented in table 7.4

|  |
| --- |
| Table 7.4: High performers are given promotion in work place |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 30 | 39.5 | 39.5 | 39.5 |
| Disagree | 22 | 28.9 | 28.9 | 68.4 |
| Not sure | 9 | 11.8 | 11.8 | 80.3 |
| Agree | 11 | 14.5 | 14.5 | 94.7 |
| Strongly agree | 4 | 5.3 | 5.3 | 100.0 |
| Total | 76 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

According to results in table 7.4, it is indicated that 39.5% of the respondents strongly disagreed, 28.9% disagreed, 11.8% were not sure, 14.5% agreed while 5.3% strongly agreed respectively. The results also show that 68.4% of the respondents generally disagreed and this can be adopted to conclude that promotions at NWSC are not done based on good performance. Exclusive performers are rarely recognized and usually miss opportunities for promotion to higher levels of more responsibilities and higher pay. However, 19.8% responded positively. This shows that there is some degree of certainty at NWSC where employees who necessarily have relevant qualification, experience and outstanding performance are promoted. This certainty is likely to result into job satisfaction, as employees will see equality in this practice however only to a small extent.

# NWSC provides platform for managerial positions internally

Respondents were asked whether NWSC provides platforms for managerial positions internally, results are obtained in table 7.5

|  |
| --- |
| Table 7.5: NWSC provides platform for managerial positions internally |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 24 | 31.6 | 31.6 | 31.6 |
| Disagree | 27 | 35.5 | 35.5 | 67.1 |
| Not sure | 8 | 10.5 | 10.5 | 77.6 |
| Agree | 10 | 13.2 | 13.2 | 90.8 |
| Strongly agree | 7 | 9.2 | 9.2 | 100.0 |
| Total | 76 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

As seen in table 7.5, results indicate that 31.6% strongly disagreed, 35.5% disagreed, 10.5% were not sure, 13.2% agreed while 9.2% strongly agreed to the statement. Since majority of respondents that is 67.1% generally disagreed, it can be implied to mean that NWSC does not have criteria for promoting employees to managerial positions. During an interview session, one key respondent stated that;

*“Administration at NWSC is reluctant in having best practices that dictate leadership needs through employees into managerial positions, often times managerial positions are given to individuals who have had work experiences in various fields rather than considering staff who have served in the corporation for a while. Another common practice is merely transferring one manager from one branch to another without changing position”.*

This means that few employees are considered for managerial positions within NWSC.

# NWSC organises refresher training for employees on annual basis

The respondents were also asked whether NWSC organises refresher training for employees on an annual basis. The results of this question are shown in table 7.6

|  |
| --- |
| Table 7.6: NWSC organizes refresher training for employees on annual basis |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 12 | 15.8 | 15.8 | 15.8 |
| Disagree | 9 | 11.8 | 11.8 | 27.6 |
| Not sure | 12 | 15.8 | 15.8 | 43.4 |
| Agree | 23 | 30.3 | 30.3 | 73.7 |
| Strongly agree | 20 | 26.3 | 26.3 | 100.0 |
| Total | 76 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

According to table 7.6, the results reveal that 15.8% of the respondents strongly disagreed, 11.8% disagreed, 15.8% were not sure, 30.3% agreed while 26.3% strongly agreed respectively. The results also show that 56.6% of the respondents generally agreed to the statement, this was implied to mean that management endeavors to keep a work environment free from conflict and reduce on liability. Refresher training is offered to employees to help reduce friction and also to keep everyone on the same track and increase employee satisfaction.

# NWSC conducts training on key issues related to employee promotion opportunities

Respondents were asked whether the corporation conducts training on key issues related to employee promotion opportunities. The responses to this issue are summarised in table 7.7

|  |
| --- |
| Table 7.7: NWSC conducts training on key issues that are related to employee promotion opportunities |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 4 | 5.3 | 5.3 | 5.3 |
| Disagree | 8 | 10.5 | 10.5 | 15.8 |
| Not sure | 12 | 15.8 | 15.8 | 31.6 |
| Agree | 30 | 39.5 | 39.5 | 71.1 |
| Strongly agree | 22 | 28.9 | 28.9 | 100.0 |
| Total | 76 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

As seen in table 7.7, results indicate that 5.3% of the respondents strongly disagreed, 10.5% disagreed, and 15.8% were not sure, 39.5% agreed while 28.9% strongly agreed to the statement. The results in table also revealed that a combined percentage of 68.4% generally agreed, this can be adopted to conclude that the corporation provides ongoing staff training and development opportunities. During an interview session, a key respondent expressed that

*“Training and development is a major concern to the corporation, this is done performing various tasks especially in the fields to ensure that we gain greater understanding of the responsibilities within our individual roles, this in turn builds up our confidence. So even though opportunities for promotion are not a common thing, acquiring such greater understanding helps shape each individual for such responsibility in case the chance presents itself”.*

# Testing hypothesis 3

There is no significant relationship between opportunity for promotion and flexibility among staff

|  |
| --- |
| Table 7.8: Model Summary |
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .835a | .698 | .694 | .69069 |
| a. Predictors: (Constant), Opportunity for promotion |

From findings in table 7.8, the value of Adjusted R squared was .694, an indication that there was a variation of 69.4% in staff flexibility due to changes in opportunity for promotion at 95% confidence interval. This shows that 69.4% of changes in staff flexibility could be accounted for by opportunity for promotion. R is the correlation coefficient which allows the relationship between the variables, from the findings in table 7.8, it is indicated that there was a strong positive relationship between opportunity for promotion and staff flexibility by .835

# ANOVA (Analysis of variance)

ANOVA analysis was performed to test the equivalent hypothesis that there is no significant relationship between opportunity for promotion and staff flexibility at NWSC. The results are summarized in table 7.9

|  |
| --- |
| Table 7.9: ANOVAa |
| Model | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 81.474 | 1 | 81.474 | 170.787 | .000b |
| Residual | 35.302 | 74 | .477 |  |  |
| Total | 116.776 | 75 |  |  |  |
| a. Dependent Variable: Staff performance |
| b. Predictors: (Constant), Opportunity for promotion |

From the ANOVA test in table 7.9, the processed data which is the population parameters, had a significance level of 0.01 which indicates that the value of significance (p-value) is less than 0.05. This is an indication that opportunity for promotion at NWSC significantly influences staff performance.

# Correlation Analysis

In this study, to facilitate the testing of the hypothesis under objective 3, the researcher adopted correlation analysis to test the implied hypothesis that there is no relationship between opportunity for promotion and staff flexibility. The results of the test are shown in the table below.

|  |
| --- |
| Table 7.10: Correlations |
|  | Opportunity for promotion | Staff performance |
| Opportunity for promotion | Pearson Correlation | 1 | .835\*\* |
| Sig. (2-tailed) |  | .000 |
| N | 76 | 76 |
| Staff performance | Pearson Correlation | .835\*\* | 1 |
| Sig. (2-tailed) | .000 |  |
| N | 76 | 76 |
| \*\*. Correlation is significant at the 0.01 level (2-tailed). |

As seen in table 7.10, the hypothesis was subjected to a bivariate Pearson correlation, the test revealed that there is a significant relationship between Opportunity for promotion and staff performance represented by (r (76) = .835, P=0.01). This means that for NWSC to ensure improved staff flexibility, management has to provide opportunities for promotion to employees

# CHAPTER EIGHT

# TOWARDS HARMONISING MOTIVATION AND STAFF PERFORMANCE AT NWSC ENTEBBE BRANCH

# Introduction

This chapter sets out to link study findings to the literature review by discussing the findings in relationship with literature review, and then suggest a way forward. Implications are, deduced, from the findings, discussed and interpreted basing on the research hypotheses of the study.

On the question of how career development ensures creativity among staff, it is indicated that most of the respondents responded positively that opportunity for career development is based on good performance. 64.5% of the respondents generally disagreed that NWSC sponsors education and training for staff. It was also revealed that 42.1% agreed while 17.1% strongly agreed to the statement that employees are given study leave. The majority of respondents that is 56.6% supported the statement that NWSC offers sessions for capacity building. 28.9% agreed while 44.7% strongly agreed that highly qualified staffs are given better positions. A combined percentage of 59.2% generally disagreed to the issue that NWSC ensures staff take part in decision making. 31.6% agreed while 27.6% strongly agreed respectively that there is effective communication between employees and the management. Majority of the respondents that is 56.5% responded positively that NWSC management recognizes and appreciates employee efforts.

Hytter, 2007 states that, employees are a company’s biggest asset and investing in their talent is vital to sustainable business growth and success. Businesses go through lengthy processes to recruit and hire qualified and suitable staff, but often the emphasis on caring about employees stops there.

Arnold, (2005) asserts that employee training and development is a term often adopted interchangeably, across sectors, and encompasses various employee learning practices. More specifically, training involves programs which enable employees to learn precise skills or knowledge to improve performance. Development programs involve a more expansive employee growth plan, for future performance rather than immediate career role improvement. Now, more than ever, learning and development are taking top priority, with 27% of organisations preparing for budget increases within development initiatives.

As new markets emerge so will new technologies and both having a profound impact on education and development. Recognising new skills and ways of learning will help a company evolve and innovate for the future. Merging contemporary technological platforms with creative learning methods will ensure that teams learn dynamically, through a future-oriented approach.

Targeting skills and employees for future leadership will help establish a business for growth and change. Acquiring leadership talent can start from the initial acquisition, or human Resource professionals can select current employees as managerial candidates. Having established leadership development programs ensures that an organisation is always considering the future organisational goals by preparing promotable talent (Walker, 2001)

However, the study suggests that NWSC invests more capital in supporting employees through career development by pursuing upgrading courses in various fields of interest. In addition, the corporation should engage their employees in the implementation and improvement of the career development programs under HRM policy to ensure that they understand it.

On the question of how salaries and benefits at NWSC enhance competence among staff, it is indicated that 34.2% agreed while 32.9% strongly agreed respectively that Salaries correspond to job specification. 31.6% agreed while 22.4% strongly agreed that NWSC provides fringe benefits to staff. In addition, it was revealed that majority of the respondents that is 57.9% responded positively that salary scales are revised every year. The majority of the respondents that is 59.2% responded negatively that salary scale are revised according to inflation rate. 21.1% of the total respondents strongly disagreed and 28.9% disagreed that salary scales are according to qualification. 55.2% of total respondents generally agreed to the statement that exclusive performers are rewarded. Majority of the respondents that is 67.1% responded negatively to the issue that salaries and wages are paid in a timely manner. The majority of the respondents that is 72.4% generally agreed that all employees are entitled to bonus reward payments.

In fact, total rewards is a good interactive system of return on investment, it is always highlighted the win-win thought of coordinating and maximizing the interests of business and individual. Each organization has different rewards systems; however, total rewards are not merely the salary and welfare (Zingheim et al, 2006). It’s a comprehensive unified program that consist all parts of rewards. Total rewards make chance for employees to get the knowledge and learn new skills, which promote their future career (Ludlow & Farrell, 2010).

Total reward is an employee-oriented holistic remuneration design system. It expands the content of the traditional reward which is regarded as high-price welfare project. Tropman (2002) proposed the total rewards concept from the business practices and personal study. He believes that the traditional pay system has been unable to attract, retain and motivate the modern employees. Total rewards includes not only simply the salary, or monetary benefits, but also dozens of spiritual incentives, such as an excellent work conditions, a good working atmosphere, training and promotion opportunities. Total rewards are divided into 4 parts, from inside to outside: salary, welfare, career and environment.

Yuan et al, (2011) state that a good remuneration system can motivate employees, thereby reducing the intention of looking for other jobs and turnover. As an incentive for companies, employee benefits play a unique role in attracting and retaining talents. Benefits satisfaction as a feeling and evaluation of the employees to the corporate welfare system will have an important impact on employees’ attitudes and behavior.

From the perspective of the development of human resources practice, organizations take actions which are conducive to the development of employees will enhance the motivation of the staff to make positive reciprocal behaviors. For example, inner career development implies more meaningful tasks, more responsibility and autonomy, which presents the investment in employee development, and to provide staff with the opportunities.

In addition, performance evaluation, especially the performance feedback, which is reported to the evaluated object, not only reflects the importance attention on the employees, and also provides the basis for performance improvement and development. Strategic human resource management theory has showed the correlation of high investment in human resource systems and employee turnover intention was significantly negative.

The study suggests that since most of the workers see their salary and fringe benefits to be nothing to write home about, management should put in place structures that will bring about an improvement in the salaries of workers. This can be done by linking an increment in salary to higher productivity. Also other fringe benefits like free medical care, transportation, canteen services, provision of office equipment and tools to work with should be provided.

On the question of how opportunity for promotion at NWSC ensures flexibility among staff, the results show that a combined majority of 63.2% of the respondents generally agreed that NWSC trains its employees on every new policies introduced by government. Majority of the respondents generally disagreed; presented by 69.7% that NWSC encourages its employees to acquire new skills. A total of 81.6% of the respondents responded positively that NWSC effectively communicates with its employees on the available promotion opportunities. The results also show that 68.4% of the respondents generally disagreed that high performers are given promotion in work place. In addition, majority of respondents that is 67.1% generally disagreed that NWSC provides platform for managerial positions internally.

Of the various processes governing the moves of employees within and between organizations, such as promotions, lateral moves, and quits, the first mentioned offer some of the most salient, visible and enduring rewards obtainable in bureaucratic organizations. Promotion arrangements can reward individual behavior by providing security, status, and skill development. They can also benefit the organization by helping it reach its productivity and performance goals. Particularly, promotion arrangements can con-tribute to retaining employees and motivating them to perform, thus reducing costs of training, recruiting, and turnover

The centrality of promotion and flexibility to individuals and organizations has made their study of interest to a variety of disciplines such as microeconomics. It brings together such diverse issues as careers, organizational structure and strategy, reward allocation and equity, human resource policies, and employees’ motivation and behavior. Despite much interest, research on the relationship between promotion and turnover has produced inconclusive and conflicting findings (Johnston 2003).

It is suggested that the corporation should have more flexibility in motivating and promoting employees who have exceptional performance levels; this will also help in retention. Furthermore, the corporation can use both grade and status promotions to affect quit behavior of staff members.

# CHAPTER NINE

# SUMMARY AND CONCLUSIONS

# Introduction

This chapter comprises of the summary of findings, conclusion and recommendation of the study according to the study objectives. The study was about motivation and staff in parastatal sector in Uganda and focuses on a case study of NWSC. The recommendations are on a basis the findings and relates to advice and the interventions that the researcher feels should be bought to the attention of NWSC to improve on staff performance. The study ends by presenting the areas that the researcher considers vital for further studies

# Summary of the findings

# Career development and creativity among staff

Findings revealed that opportunities for career development at NWSC are done based on good performance. It was also revealed that some employees may desire to go for further education but may lack the required resources to do so. Results indicated that management gives employees who wish to further their studies some time off and guarantee security of their jobs when they return. Results showed that management does not allow employees to participate in decision making which makes employees to feel like their opinions do not matter to the organisation. Management listens to everyone who raises issues or point through effective communication with employees. It was also stated that NWSC ensures that reward is always done in an unexpected manner, specific and demonstrates that the corporation cares about the employees to an extent that goes beyond working life.

# Salaries and benefits and competence of staff

The findings under this section revealed that most employees are satisfied with their salaries which means that they feel that the work they do is equivalent to the money they are paid. Respondents also stated that for those employees who receive fringe benefits, this is done as a major consideration in a total compensation package such as health insurance. It was also revealed that most employees at the corporation have annual contracts and there is need to revisit the terms of employment after a year. It was also revealed that salary scales are not revised according to inflation rates. Salary scale is not designed according to one’s qualification and the most qualified employees do not necessarily earn the highest amount of salary. It was also noted that exclusive employees are rewarded at NWSC and that this is a good practice as it encourages employees from making extra effort to work harder as they expect recognition. It was revealed that all employees at NWSC regardless of age, sex, position, experience or qualification are all entitled to bonus reward payments.

# Opportunity for promotion and flexibility among staff

Findings revealed that most employees are aware of the new changes in government policies that guide the operation of the corporation. It was revealed that the corporation does not provide coaching opportunities to any employee beyond their respective job description, informative conferences are usually taken up by high department heads but never subordinates. The results also showed that promotion at NWSC are not done based on good performance and that exclusive performers are rarely recognized and usually miss opportunities for promotion to higher levels of more responsibilities and higher pay.

# Conclusion

The importance of this study can be viewed from two dimensions: theoretical contributions and practical implications. Theoretically, the study filled an important gap in the literature; that is, exploring staff performance factors in parastatal organisations. Therefore, the findings of this study can add to the existing body of the literature and can serve as a starting point on which future studies can be built. On the practical side, this study can help the top-management decision makers of public sector to enhance the major factors that may better develop their employees’ performance and thus meeting organizational goals and objectives. Such information should help human resource management of private sector in devising appropriate human resource strategies for attaining and attracting workers.

Money may not necessarily be a good staff performance variable (as variously argued), however, the unstable economic environment, and the research outcome of the survey suggest that money may significantly influence retention and may therefore explain why the retention practices at the bank is ineffective. The costs of poor staff performance can be considerable thus making it imperative for the organisation to appropriately redirect its retention intervention strategy in consonance with the valence of employees. Only then can the organisation retain a sizeable number of its high performing employees in the face of unabated economic woes. It would be too late and indeed counterproductive for managers trying to respond after employees have left. Finally, it is envisaged that this study will lead to increased awareness of staff performance among managers and the need for further research in the subject area.

The importance of reward in the day-to-day performance of workers duties cannot be overemphasize, especially when it comes to being rewarded for a job done. It is a well-known fact that human performance of any sort is improved by increase in motivation. Going by the findings of this study, it can be easily inferred that workers reward package matters a lot and should be a concern of both the employers and employees. The results obtained from the hypotheses showed that workers place great value on the different rewards given to them by their employers.

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# APPENDICES

# APPENDIX A: SELF ADMINISTERED QUESTIONNAIRE

Dear respondent,

I am Natukunda Anitah a final year Master of Business Administration student of Nkumba University. As part of the University requirement for the master degree award, I have to present a dissertation. This questionnaire has been designed purposely for data collection on motivation and staff performance in parastatal sector in Uganda. A case study of National Water and Sewerage Corporation, Entebbe Branch

You have been identified as a potential respondent who can provide useful and reliable data for the study

I am now on my field part of collecting information for the dissertation and you are being requested to respond either ticking or briefly explain where applicable. The information will only be adopted for academic purposes and will be treated with utmost confidentiality.

I shall be grateful for your cooperation in this regard.

**SECTION A: BACKGROUND INFORMATION**

**SECTION A**

**BACKGROUND INFORMATION**

1. Gender

|  |  |
| --- | --- |
| Male | Female |
|  |  |

2. Age (in years)

|  |  |  |  |
| --- | --- | --- | --- |
| 20-30 | 31-40 | 41-50 | Above 50 |
|  |  |  |  |

3. Period of service in NWSC (in years)

|  |  |  |  |
| --- | --- | --- | --- |
| Below 2 years | 2 - 5  | 6-10  | Above 10  |
|  |  |  |  |

1. Highest level of education

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Certificate | Diploma | Bachelor’s degree | Master’s degree | If others, specify |
|  |  |  |  |  |

1. **NB. Mark the following sections using the variables provided**

1. Strongly Disagree 2. Disagree

3. Not sure 4. Agree 5. Strongly Agree

**SECTION B: Career and capacity development for staff.**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **No.** | **Statement** | **1** | **2** | **3** | **4** | **5** |
| 1. | Opportunity for career development is based on good performance |  |  |  |  |  |
| 2. | NWSC sponsors education and training for staff |  |  |  |  |  |
| 3. | Employees are given study leave |  |  |  |  |  |
| 4. | NWSC offers sessions for capacity leave |  |  |  |  |  |
| 5. | Highly qualified staff are given better positions |  |  |  |  |  |
| 6. | Most innovative staff have high academic qualifications |  |  |  |  |  |
| 7. | NWSC ensures staff take part in decision making |  |  |  |  |  |
| 8. | There is effective communication between employees and the management |  |  |  |  |  |
| 9. | NWSC management recognizes and appreciates employee efforts |  |  |  |  |  |

**SECTION C: Salaries and benefits bearing a fair and reasonable relationship to work performed**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **No.** | **Statement** | **1** | **2** | **3** | **4** | **5** |
| 1. | Salaries correspond to job specification |  |  |  |  |  |
| 2. | NWSC provides fringe benefits to staff  |  |  |  |  |  |
| 3. | Salary scales are revised every year |  |  |  |  |  |
| 4. | Salary scale are revised according to inflation rate  |  |  |  |  |  |
| 5. | Salary scales are according to qualification |  |  |  |  |  |
| 6. | Exclusive performers are rewarded |  |  |  |  |  |
| 7. | Salaries and wages are paid in a timely manner |  |  |  |  |  |
| 8. | All employees are entitled to bonus reward payments |  |  |  |  |  |
| 9. | All employee are paid substance allowances  |  |  |  |  |  |

**SECTION D: Provides opportunities for promotion of productive employees**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **No.** | **Statement** | **1** | **2** | **3** | **4** | **5** |
| 1. | NWSC trains its employees on every new policies introduced by government |  |  |  |  |  |
| 2. | NWSC encourages its employees to acquire new skills |  |  |  |  |  |
| 4. | NWSC effectively communicates with its employees on the available promotion opportunities |  |  |  |  |  |
| 5. | High performers are given promotion in work place |  |  |  |  |  |
| 6. | NWSC provides platform for managerial positions internally |  |  |  |  |  |
| 7. | NWSC organizes refresher training for employees on annual basis |  |  |  |  |  |
| 8. | Staff from NWSC carry out routine training for staff |  |  |  |  |  |
| 9. | NWSC conducts training on key issues that are related to the organization goals |  |  |  |  |  |

# APPENDIX B: INTERVIEW GUIDE

1. Are employees of NWSC involved in decision making?
2. How does NWSC empower its employees to complete their jobs in a timely manner?
3. What are the indicators of job satisfaction?
4. In your view, do you think employees are performing?
5. If yes, describe the indicators of performance?
6. What challenges does the management face in ensuring high employee performance?
7. What type of benefits does NWSC provide to its employees?
8. Which continuous employee training opportunities does NWSC offer?
9. How does NWSC evaluate its employees under a rate schedule budget?
10. How does NWSC remunerate its employees?
11. Do employees receive allowances?
12. Does NWSC have guidelines it follows when training its employees?