



**THE INFLUENCE OF MOTIVATIONAL STRATEGIES ON EMPLOYEE JOB  
SATISFACTION IN EQUITY BANK UGANDA LTD**

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## **DECLARATION**

I, Mpiirwe Juliet, hereby declare that this is my original research work and has not been submitted to any educational institution for any award.

Signed ..... Date .....

## **APPROVAL**

This research entitled “The Influence of Motivational Strategies on Employee Job Satisfaction” conducted by Mpiirwe Juliet, has been presented for examination with our approval as supervisors.

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## **DEDICATION**

This work is dedicated to my mother Rebecca Namukasa for supporting me throughout my studies.

## **ACKNOWLEDGEMENTS**

I extend my sincere thanks to everyone who contributed to the completion of this research. This especially goes to my supervisors; Dr. Maria K. Barifaijo and Dr. Florence BakibingaSajjabi(Mrs.) for the support and guidance rendered.

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## **ABBREVIATIONS/ACRONYMS.**

CBA: Commercial Bank of Africa Uganda Limited

CIPLA-QCIL: Quality Chemicals Industry Uganda

EBUL: Equity Bank Uganda Ltd

SPSS: Statistical Package For Social Science

UK: United Kingdom

USA: United States of America

WHO: World Health Organization

## **ABSTRACT**

The study investigated the influence of motivational strategies on Employee Job Satisfaction in Equity Bank Uganda. Employee Motivation strategies were treated as independent variables i.e, loan schemes, insurance cover and training while Job Satisfaction was the dependent variable. Employees who are not satisfied cannot perform their tasks optimally. Its therefore necessary to motivate them in order to perform their tasks effectively and efficiently and thus helping the organization achieve its goals. The objectives of the study were therefore to investigate the influence of training and development, medical insurance and loan schemes on employees' job satisfaction. Descriptive survey research design was used in the study and the simple random sampling technique was used to select respondents from banking officers of Equity bank, purposive sampling was used to select a sample of the staff from the HR department. A survey was used to obtain information on the influence of employee motivational strategies on employee job satisfaction. The respondents were staff from Kampala branches .Primary data was collected through standard structured questionnaires and interviews and was analyzed quantitatively and quantitatively with the use of a statistical package for social sciences i.e.(SPSS).The findings reveal that the motivational strategies positively influence job satisfaction with 85% of the staff satisfied with medical insurance, 58% are satisfied with loan schemes and 94% of the staff value training as important in execution of their duties. The study concluded that training, loan schemes and insurance influence job satisfaction positively with training taking a bigger percentage followed by insurance. The study recommended therefore that management enhance the training and loan policy because they were found to be lacking as stated by the respondents. The findings of the study are important to HR managers in tackling motivation and job satisfaction.

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.0 Introduction**

The success of any reputable organization regardless of its financial muscle entirely depends on a well-motivated and committed work force that is willing to work and deliver beyond set targets.

The study examined this aspect of work by analyzing the influence of motivational strategies on employee job satisfaction in Equity bank Uganda limited. Managers are well aware of the need to maintain a satisfied work force if organizational goals are to be met and the need therefore for motivational strategies.

The chapter presents the background to the study, problem statement, conceptual framework, and significance, objectives of the study, research questions and the operational definition of terms.

### **1.2 Background to the study.**

This covers the historical, theoretical, conceptual and contextual backgrounds.

#### **1.2.1 Historical background**

Motivated and satisfied employees are happier, productive and stay longer with the organization. It is therefore in the best interests of companies if managers understand the concept of motivation and how to use it to ensure a satisfied work force.

The concept of motivation is one that has been around for centuries with organizations trying to find ways of driving employee force and commitment to achieve the best performance although it wasn't really considered a priority. According to Attwood, (2008), rewards were given to employees in response to a manager's perception when employees performed exceptionally well. i.e.; there were no structured programs by organizations to motivate their workforce. Indeed,

employees used to be considered like just another input in the production process of goods and services. Wilton (2013) notes that in early capitalism, business managers considered their work force to be ill disciplined and inherently indolent. They followed the military principles of control and used coercion and punishment to get employees to perform the tasks assigned. This mentality coupled with Taylors scientific management principles which reflected workers as machines responding only to financial rewards served only to demoralize employees. Wilton (2013) continues to argue that although these principles resulted in increased output, cost savings and efficiency, they removed meaning from work for the employees, pride in achievements and loyalty.

Towards the late nineteenth century, this ideology began to change with some factory owners especially in the UK adopted what was termed as a “paternalist” approach where they strived to meet the moral and social needs of their workers e.g. providing subsidized housing, education etc. The Hawthorne studies conducted in the USA in the 1920’s by Elton Mayo also served to induce management to rethink the way in which they handled employees. They advocated for the recognition of workers’ social needs and interests as effective motivators.

In the present work environment however, labor is much more complex characterized by competition among organizations for the available skills, high labor turnover and increased financial and social demands on employees. It is therefore necessary for organizations to come up with well-structured programmes that will motivate its workforce because the success of any organization largely depends on them. This is especially so in the service industry like banks, where exceptional customer service is key to attract and retain business, we can only rely on motivated and satisfied employees to deliver. Armstrong and Murlis, (2007) note that rewards and recognition are mostly recognized by managers and organizations as important in motivating

employees and retaining skilled labor. However, there are other intangible rewards that can be used to motivate employees, like praise, opportunities for growth etc.

### **1.2.2 Theoretical background**

The study was guided by the “Two factor” theory of Herzberg. The theory is based on two factors which are classified as job satisfiers, which are the motivational factors and job dissatisfiers which are called the hygiene factors. According to the theory, the factors that motivate people to work are different from those that cause dissatisfaction.

Herzberg, (1958). Identifies two factors that motivate and these are; motivational and hygiene factors. The hygiene factors cause job dissatisfaction if they are not present; work conditions, salary, rewards, status etc. The motivators contribute to job satisfaction. He identifies them as; achievement, recognition, advancement. The motivators are actually intrinsic motivational factors whose presence motivates employees to perform better. On the other hand, the job satisfiers are extrinsic factors whose presence doesn't really motivate but their absence cause dissatisfaction among employee. Managers need to understand that although these may not necessarily be within the traditional scope of what a workplace should provide, they are very important in empowering individual and team performance.

The motivators are intrinsic and related to the job itself and once they are achieved, employees tend to achieve the kind of job satisfaction that can be sustained over a period of time. On the other hand, the hygiene factors do not cause satisfaction when they are present, but their absence or inadequacy have the ability to cause dissatisfaction that will even affect the motivators. The downside of the hygiene factors is that the kind of motivation or satisfaction that is derived from them cannot be sustained for long. They can motivate up to only a certain point. This is so because extrinsic human wants keep changing according to the prevailing conditions.



Organizations therefore need to fully understand the nature of both the job satisfiers and job dissatisfiers and how best they can incorporate them in their strategies to attain the kind of motivation and job satisfaction that will bring returns to the organization in the long run.

In critiquing Herzberg's model, Porter, Bingham and Simmonds (2008) note that the degree of motivational value of these hygiene factors is heavily constrained in the eyes of the recipient therefore, they may work on a section of employees and employee in another. This highlights the inadequacies of the Herzberg model to effectively motivate and consequently, job satisfaction. However, no one theory can be claimed to be all effective in every situation and organizations need only pick out what will be effective for them. It is therefore necessary for management to use a combination of strategies to derive the kind of motivation and job satisfaction it wants its workforce to have

### **1.2.3 Conceptual background**

In regards to this study, the independent variable was motivational strategies and the dependent variable, employee job satisfaction.

#### **Motivational strategies**

Motivational strategies are deliberate steps or activities undertaken by an organization to increase the motivation levels of its employees. Such strategies are important owing to the fact that motivation is crucial when dealing with employees. Motivation has been seen as the primary cause of behavior. Research on motivation has recognized early that it can only be one of the many causes of behavior. Gollwitzer; et al (2001) motivation therefore is an important aspect when dealing with people in an organization in order to attain the desired behavior. Motivation is divided in to two; Intrinsic and extrinsic. Intrinsic motivation is that which is driven by an interest or

enjoyment of the work. It's inherent within the individual. Extrinsic motivation however, comes from outside the individual and relies on external pressures. This research however, will focus on the extrinsic type.

Arnold et al (1991) states that motivation involves three aspects; direction, effort and persistence. Direction is defined as what someone is trying to do or achieve. These may be a set of organizational goals or performance targets. Effort can be explained by how hard the person is working to achieve those targets or the level of intensity with which he is working. Persistence is how long that person is spending or willing to continue pursuing those set targets. Motivational strategies therefore need to address these three aspects, to ensure that they direct the employees towards the desired goals with the amount effort that is necessary to achieve the organizational goals.

Motivation is the driving force which helps us to achieve our goals. Well-motivated employees play a big role in the effort to achieve organizational goals. Armstrong (2010) explains that the aim of motivation is to obtain added value through people in the sense that the value of output exceeds the cost of generating it. In other words, organizations should focus on motivational strategies that are not only effective but also score highly on a cost- benefit analysis.

### **Job satisfaction**

Gibson et al, (2005). Defines job satisfaction as an individual's expression of personal wellbeing associated with the job assigned. It depends on the level of intrinsic and extrinsic outcomes and how the jobholder views those outcomes. These outcomes have different value for different individuals. It therefore important to note that different employees are satisfied with different

aspects of the job. Some may be satisfied with the kind of work assigned and what it involves while others may be satisfied with the rewards or benefits that are associated with the job.

Mueller and Kim, (2008) explain that there are two types of job satisfaction based on the level of employees' feelings regarding their jobs. The first is global satisfaction which refers to the overall feelings about the job. Secondly, there is job facet satisfaction which refers to how employees feel about specific aspects of the job e.g. Salary, benefits, growth opportunities etc. This therefore implies that an employee can be satisfied with one aspect of their job and yet be dissatisfied with others. Organization's management to understand which aspects of the job are currently causing dissatisfaction so that they can be worked on because dissatisfied employees are detrimental to an organization. According to Gennard and Judge (1998), employees who are dissatisfied with their present employer usually resign and go to where they perceive their interests will be better addressed and this movement is not cost free to the employer. Although staff attrition is viewed as a natural process in organizations, it can get out of hand in the face of job dissatisfaction. A dissatisfied workforce therefore is detrimental to any organization as it leads to high staff turnover, poor customer service, employee theft etc. which are very costly to the organization in terms of insurance costs, loss of customers due to poor service and recruitment costs. It is therefore much cheaper for an organization to retain a satisfied workforce

#### **1.2.4 Contextual background**

Equity bank Uganda ltd was established in 2008 after a buy-out of the then Uganda Microfinance Ltd. It's one of the twenty five banks in Uganda regulated by Bank of Uganda, with 28 branches countrywide bank has 16 branches in Kampala and these will be the focus of the research.

The bank provides services such as deposit products, loan advances; card services etc.it employs over 600 employees, according to the HR report of 2015.the bank operates in a service industry

characterized by stiff competition for both employees and customers. The services and products offered by these banks are similar and therefore the only way to perform well in such an industry, customer service is key and this can only be delivered by satisfied and happy employees.

The banking industry is a delicate one that is characterized by high staff turnover, from bank to bank in search of better working conditions. It is also characterized by fraud which is sometimes perpetuated by staff due to discontent. All these have the potential to cause financial loss and failure to any financial institution. According to the journal of management, the loss of employees can with vital skills can depress financial performance by as much as 27%. Employees of these organizations therefore have to be carefully handled to limit the occurrence of these of situations.

The motivation among employees in Equity bank has been low, leading to low job satisfaction with most employees assuming an “I don’t care attitude”, according to the staff engagement survey of 2015. As a result of this survey and in line with its critical success factor one, i.e. *organizational culture that values people and supports the business*, several strategies have been implemented by the management of the bank to try and boost job satisfaction among employees.

### **1.3 Problem statement**

In the competitive business environment of the service sector, it is key to have a satisfied work force that will drive excellent customer service for an organization to gain an edge over its competitors. Any organization in such an environment needs satisfied employees because it is only them that will go an extra mile for the organization. Equity Bank Uganda has implemented a number of strategies to motivate its employees and increase their job satisfaction. Such include, new loan schemes that cover a wider range of personal development, medical insurance scheme that covers more aspects and a variety of providers to choose from plus training and development

aimed at helping staff to advance academically in their areas of interest. These strategies have been implemented over the last two years.

However, according to the organizational and staff engagement survey (2015) carried out in Equity Bank, issues of job satisfaction emerged from among the employees. This dissatisfaction resulted in low employee morale, low productivity and high staff attrition. Indeed, in the one year period of 2016, the Bank experienced an average of 10 employees resigning per month, Equity Bank HR reports (2016). The Bank has had to constantly hire and train new staff to replace the ones that have left which proves to be costly and affects business continuity. Besides, the low productivity has resulted in lagging behind on set targets. For example, according to the audited financial results for 2015 by KPMG auditors, the bank's profit was only 6billion compared to the set target of 22billion representing only 27% achievement.

Consequently, if nothing is done to address this issue, we may continue to see a downward trend in the performance of the Bank which may lead to shareholders pulling out and the eventual failing of the Bank. This research therefore seeks to understand the influence that these motivational strategies have had on the level of job satisfaction of employees and identify any shortfalls if any that need to be addressed to have them work effectively and salvage the situation.

#### **1.4 Objectives of the study.**

##### **1.4.1 General objective**

To study the influence of motivational strategies on employee job satisfaction in Equity Bank Uganda limited.

##### **1.4.2 Specific objectives**

- I. To investigate the influence of training and development on employee job satisfaction in Equity Bank Uganda limited.

- II. To investigate the influence of insurance schemes on job satisfaction in Equity Bank Uganda limited
- III. To investigate the influence of loan schemes on job satisfaction in Equity bank Uganda limited.

### **1.5 Research questions**

- I. What is the influence of training and development on employee job satisfaction?
- II. What is the influence of medical insurance on job satisfaction?
- III. What is the influence of loan schemes on employee job satisfaction?

### **1.6 Research hypotheses**

- I. Training and development has a positive influence on job satisfaction
- II. Loan schemes have a positive influence on job satisfaction
- III. Insurance schemes have an impact on job satisfaction

### **1.7 Conceptual framework**

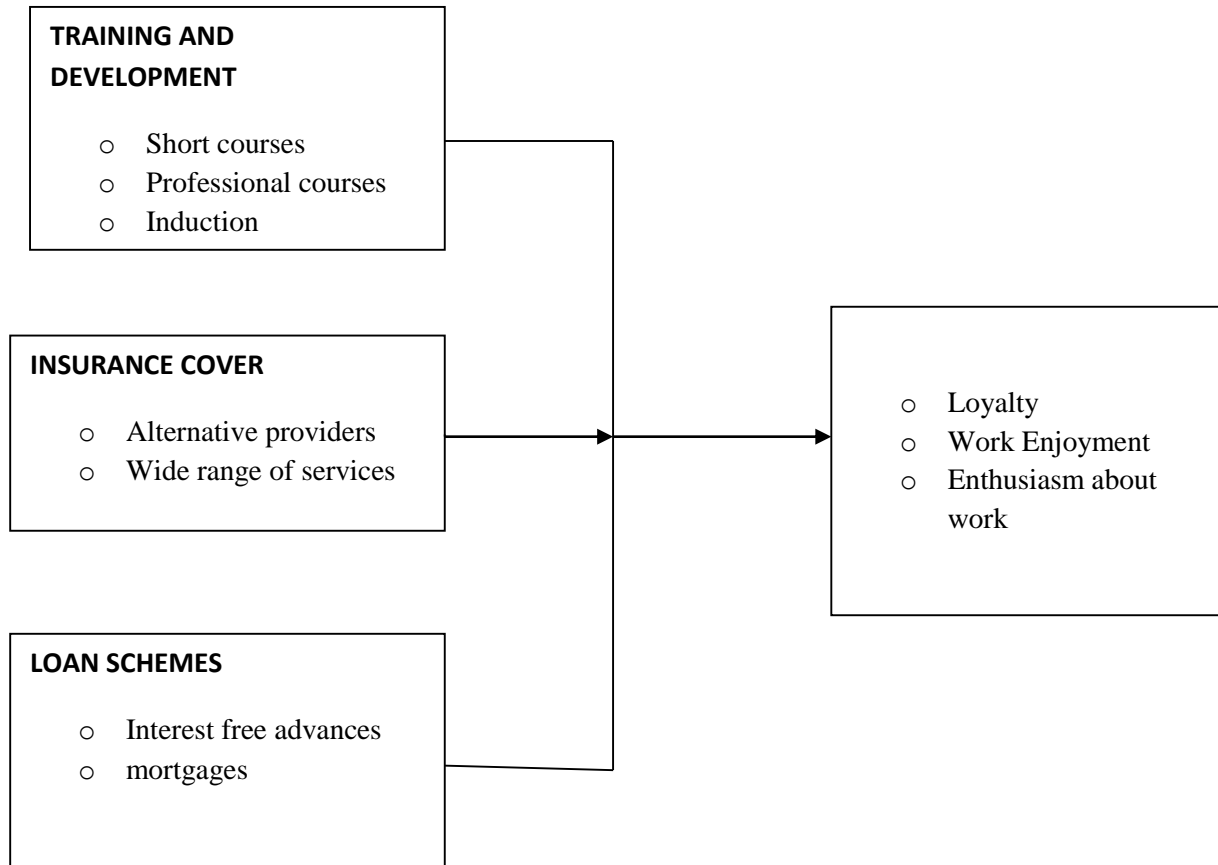
The conceptual framework reflects the relationship between the main variables of study. The independent variable as motivational strategies including loan schemes, insurance and professional development while the dependent variable is job satisfaction.

## INDEPENDENT VARIABLE

## DEPENDENT VARIABLE

### MOTIVATIONAL STRATEGIES

### JOB SATISFACTION



**Source:** adapted from Herzberg's Two Factor Theory and modified by the Author, 2017

**Figure 1: Conceptual framework of relationships between variables.**

### 1.8 Significance of the study

Employees are an important part of an organization in achieving objectives. They have to be dealt with in the best possible to get the best results from them. This research therefore helped to highlight the areas which motivate employees to work harder and perform better.

The study may help in bringing out the importance of having a satisfied workforce in any organization. It will provide an insight in the specific factors that cause satisfaction among Equity bank employees, so that the right strategies can be applied.

The study may also help in identifying the right ways of motivating employees and the best ways in which to implement them so that organizations can attract and retain employees and improve performance.

The study has also added to the already existing wealth of literature in the field of motivation and job satisfaction and can also be used as a reference by future researchers in related fields.

### **1.9. Justification for the study**

Employees are an important part of an organization because they are its face and image. It's therefore necessary that they are motivated and satisfied with the job in order to portray a favorable image of the organization.

Over the last two years, the management of Equity bank Uganda has implemented various strategies to boost the morale of the employees and thus increase their job satisfaction. i.e, improved loan schemes, enhanced insurance services and training and development. This study therefore sets out to understand the influence that these strategies have had on the level of job satisfaction of the employees.

### **1.10 Scope of the study**

#### **1.10.1 Geographical scope**

The study focused on the staffs of Equity bank Uganda who are employed in its branches located in Kampala and the areas surrounding. These branches total to seventeen. These were chosen



because they form the bigger percentage of frontline staff in the Bank who deal directly with the customers and are therefore the Bank's image and how they feel about their jobs matters a lot.

### **1.10.2 Time scope**

The time scope of the study was from 2014-2016, to gauge how the strategies have influenced employee job satisfaction. This period was chosen because it's within this period that the issues of job dissatisfaction started coming out and management implemented motivational strategies to try to address them.

### **1.10.3 Content scope**

The study focused on motivational strategies in Equity bank and their influence on employee job satisfaction. The motivational strategies were loan schemes, insurance cover and professional development and job satisfaction involved issues of loyalty, work enjoyment and enthusiasm. These strategies were chosen because they are the ones that have been implemented to tackle job satisfaction.

## **1.11. Operational definition of terms.**

### **Motivation**

Gibson et al (2005) explains that motivation is a concept that describes the forces acting on or within an individual to initiate and direct behavior. It can be used to explain the differences in the intensity and direction of behavior. In this study, motivation were those forces that drive and sustain employees' behavior in the execution of their jobs.

### **Job satisfaction**

Job satisfaction refers to the positive attitudes that people have about the work that they do. According to Mueller and Kim,(2008).there are two types of job satisfaction; the first is global job

satisfaction which refers to the overall feelings about the job and the other is job facet satisfaction which refers to feelings about certain aspects of the job.i.e,salary,benefits etc.

In this study, job satisfaction referred to global job satisfaction; overall feelings about the job.

### **Training and development**

In this study, training and development referred to all deliberate efforts by management of the bank to equip their staff with the necessary skills and knowledge to serve the organization in the best way.

### **Insurance cover**

This referred to the medical insurance that is provided by the Bank to its employees and their registered dependents.

### **Loan schemes**

This referred to all monetary assistance advanced to the employees by the bank in order to meet personal development needs and is supposed to be paid back over a stated period of time.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter reviews the various research conducted by other scholars in the field of motivation and job satisfaction. The purpose was to establish the subject matter of the research. It also helped in identifying the gaps that exist in the available literature that need to be addressed. The source of literature included books, journals, publications, newspapers and the internet. It presents the theoretical review, the thematic review and the chapter summary.

#### **2.2 Theoretical review**

A number of theories have been advanced by various scholars to explain the concept of motivation and the strategies to achieve it. These can be classified as content or process theories. Content theories are about satisfying needs while content theories are concerned with the psychological processes which affect motivation. Armstrong (2010).

This research was however informed by Herzberg's two factor theory (1958). The theory puts forward two different sets of factors that affect motivation and job satisfaction. The motivators which are intrinsic to the work itself are a source of satisfaction and motivation while the hygiene factors are extrinsic. Herzberg explains that these do not necessarily motivate but their absence can cause dissatisfaction. The theory presents job satisfaction and dissatisfaction as two totally different dimensions and therefore managers should address each of them differently. According to Schermerhorn (2003), attempting to improve a factor that causes job dissatisfaction will not change the employee's perception of whether they are satisfied or not. It will only eliminate dissatisfaction.

Hertzberg (1959, as cited in Armstrong 2010) concludes that “the wants of employees divide in two groups. One group revolves around the need to develop in one’s occupation as a source of personal growth. The second group operates as an essential base for the first and is associated with fair treatment in compensation, supervision, work conditions and administrative practices. The fulfillment of the needs of the second group does not motivate the individual to high levels of job satisfaction. All we can expect from satisfying this second group is the prevention of dissatisfaction and poor job performance”. The implication for managers therefore is that when trying to increase job satisfaction, emphasis should be put on the motivators or intrinsic factors and when dealing with dissatisfaction, the hygiene or extrinsic factors should be addressed.

Wilton (2013) explains that the motivators which are intrinsic e.g. recognition, praise etc. can play a considerable role in strengthening the psychological contract and in shaping employee attitudes and can motivate individuals to perform to their potential. He argues that the hygiene factors may impact negatively on employees if they are perceived to be unfair or unrepresentative of their efforts. In light of this therefore, it is essential for managers to take caution as they implement strategies involving these hygiene factors as they may backfire and produce negative results.

Pollock (2002) in agreement with Herzberg’s views explains that the motivators are crucial in an organization e.g. recognition, praise, interesting work etc. He explains that over and above monetary reward, employees need to be recognized for their efforts. Millmore et al (2007) concur with Herzberg and explain that in order to realize the full potential of employees, there is need to take care of the hygiene factors like pay, job security and other benefits.

Although this theory has been widely used to inform motivation by a number of organizations, there is still no consensus among scholars as to what extent its predictions are valid (Malik and

Naeem, 2013).the theory has been criticized by a number of scholars; Vroom (1964) contends that the Two factor theory was only one of the theories that could be drawn from the research. He explains that a number of other theories or conclusions could be drawn from the study and not necessarily the Two factor theory as an end.

Armstrong (1999) criticizes that the methodology made no attempt to measure the relationship between satisfaction and performance. Besides; the samples used were very small to draw such wide and unwarranted inferences adding that the Two factor theory was also an inevitable result of the questioning method.

Although the Two Factor theory has quite a number of criticisms, it is still very much relevant in the work environment because the factors it addresses speak directly to the average employee and the things that motivate or de-motivate them in the workplace. It relates to the hygiene factors that are being investigated in this study and the theory will therefore guide the study.

### **2.3 Training and development and the influence on job satisfaction**

Training in this context refers to the imparting of knowledge, skills and competencies related to a specific area of an employees' job. Odukah, (2016) explains that training is the process that enables people acquire new knowledge, new skills and perform skills differently and better than before. This means the training is intended to improve performance and overall output of employees.

Beardwell et al (2004) define training and development as a process to modify attitude, knowledge or skill behavior through learning experience to achieve effective performance in an activity or range of activities. The goal here is to achieve developed individual abilities and to meet the present and future needs of an organization. This definition is given within the context of the

organization. Bernardini (2006) defines it as any attempt to improve performance on a currently held job or one related to it. He distinguishes it from development which is designed to help employees grow in not necessarily their current jobs. The common factor however, is that they are both aimed at sharpening skills or improve the knowledge of employees.

Training is necessary for employees to sharpen their skills in their work and to bridge any knowledge gaps. Kamoche (2000) explains that training and development is central to organizational functioning to help respond better to technological advances. He further notes that “the extent to which an organization is prepared to invest in training its employees is indicative of whether employees are seen as a cost to be rationalized or a resource that has the potential to contribute meaningfully to the organization.” This will show the importance an organization attaches to its workforce as an important resource in achieving its objectives.

Torrington et al (2005) emphasize that although career management is primarily the responsibility of an individual; organizations can, and should support it. Whether they are offered internally or whether employability is promoted. Since employees are considered as an important resource of any organization, it is therefore necessary for the organization invest in them in terms of supporting their quest for career development. However, Torrington (2005) continues to explain that although training opportunities increase commitment to the employer, it also makes people more employable and therefore more likely to leave. He however notes that training paid for by the employer can motivate people to stay as it’s a clear signal that they are valued in addition to the fact that leaving would mean the end of funding for the course and therefore act as an incentive to remain with the employer. In agreement, Lee and Bruvold(2003) note that employees are satisfied with the job less likely to leave if they perceive that their employer is committed to developing their skills and competencies.

According to the international journal of Human Resource Management, (2015), effective employee development programs are critical to building employee productivity, loyalty and satisfaction and these can in turn result in improved customer satisfaction. According to the WHO report of 2006 about worker motivation in Uganda, it was found out that opportunities for training and further studies attracted doctors from the private to the public sector. It goes to show how important training is as a motivator that employers may choose a lower paying job like in the public sector which attracts more benefits like training.

Beardwell (2004) continues to explain that the training and development needs of employees must be reconciled with those of the organization. In this case, the organization may opt to provide training in firm specific skills that may not be easily transferable in other organizations' contexts. However, even the professional development opportunities with transferable skills and knowledge can be explored by the organization as they are powerful motivators in attracting and retaining employees.

Phansalkar (1999) notes that although the profitability and growth of an organization depends a number of factors, good HR practices has the salutary effect of making it a sustainable social entity which in itself makes it a conducive environment in which employees are encouraged to perform better. It is therefore important for organizations to come with good motivational practices that will enable it to be a sustainable entity. The literature reviews shows training and development as a powerful motivator among staff and can therefore be used by management to increase the employee job satisfaction for the benefit of the organization and neglecting it will have the opposite effect of negatively impacting job satisfaction to the detriment of the organization.

## **2.4 Insurance packages and their influence on job satisfaction.**

Medical insurance is one of the benefits that are availed to employees of organizations as part of their pay package. In Uganda, this is mostly done by reputable private organizations that can afford to pay the premiums. The arrangement is usually that the organization contributes the premium on behalf of the employees. The employee is usually availed insurance for spouse and a few dependents. The insurance is however not comprehensive as it excludes certain medical services specialized. Nevertheless, it still remains an important benefit that can be used as a motivational tool.

Cascio (1998) notes that insurance is the basic building block of almost all benefits packages in an organization. It protects employees against any income loss caused by death, accident or ill health. He explains that due to the increasing costs in health care, it becomes difficult for employees to pay for quality health care for their families. Ill health is not something that is planned, it happens as an emergency and it would therefore be a relief to employees if they have a plan available to take care of their loved ones. He goes on to explain that such benefits do not necessarily improve productivity but are major in attraction and retention of employees and improving their lives.

Studies in developing countries like Uganda show that the cost of living is high, wages still low and access to quality health services is still a challenge. Statistics from the Health monitoring unit (HMU) show that the private sector provides 50% of the medical services and health care which private sector is known for being expensive and consequently hard to access. It therefore goes a long way in reducing the financial burden when a company provides medical insurance to its employees and can turn out to be a powerful motivator for employees.



Byars and Leslie (2011) note that most insurance provided in organizations is company sponsored insurance where the employer pays the entire portion of the premium or half of it, with the employee paying the balance. Cascio (1998) continues to explain that companies must use the major communication efforts to help employees understand these benefits in order to appreciate them better. Vroom (1968) in his expectancy theory of motivation explains that motivational strategies are only effective if they are perceived to be of significant value to the employee. It's therefore necessary for HR to explain the real value of the policies to the workers for them to work as effective motivators.

According to Forbes media (2010) organizations have a difficult choice to make on such benefits. If they choose to offer such benefits, it means a reduction in profits and yet if they decide to ignore them, they risk losing their best employees to the other organizations. Ignoring such benefits could save the company in the short run but will actually turn out more costly if the company is seeking sustainability in the long run. It follows that in order to satisfy employees enough to stay; the company needs to provide these essential benefits like health insurance because the lack of them will prove more costly to the organization.

Besides maintaining a satisfied work force, preventive medical care that is availed through such insurance policies can enable a company to have a healthy workforce that is more productive in terms of reduced absenteeism due to ill health. The aspect of insurance and medical insurance to be specific is still in its young stages in Uganda as many people have not fully appreciated it, considering it as too expensive. Consequently, there is little research that has been conducted in this area and its relation to motivation of employees in an organization. The available literature however suggests that although health insurance is a costly benefit to the employer, it is such a

necessary benefit to the employee compensation package and one that employers should explore more.

## **2.5 Loan schemes and their influence on job satisfaction**

Staff loan schemes are a frequent occurrence in many organizations where the organization extends financial assistance to its staff in order to meet life's demands. According to the Equity bank Human Resource manual 2015, most facilities provided are; salary advance, mortgage, car loan etc. the most common one is the salary advance. Dratch (2013) defines employee loans as facilities which are repaid using one's paycheck over an agreed time span and it requires the employer's permission. The definition suggests that the employee cannot access it out of notion but needs to convince the employer that it is really necessary

According to Periu (2014), most families make just enough to cover for their day to day expenses. In this case when a situation of emergency strikes and additional cash is needed, most employees are at a loss and hence the need to borrow. For many, the employer is usually the first option. A survey on employee financial wellness conducted by PricewaterhouseCoopers in 2015, found that almost 45% of employees are stressed and spend on average, about 3-4 hours thinking about their personal finances and how they are going to solve or overcome the challenges. This means that what they are making at work may not be enough and therefore a need for assistance.

Rietsema (2016) explains that organizations can use this to enhance employee satisfaction because knowing that your employer helped out in difficult times can foster loyalty and commitment to the organization. Besides, this enhances productivity because the employee will be focused on doing his job and not on how he will raise money for the emergency. He however cautions that it may create concerns of discrimination if some employees are recommended for loans and others are not. Caution therefore must be taken in this situation.

According to the Bank of Uganda monetary statement of April 2016, loans to private people increased by 16% despite the increase in interest rates. This shows that many more Ugandans are in need of money or financial assistance. Most times when an employer cannot give financial assistance to employees, they will turn to other means which may not be good. According to Harrison Kiggundu, the HR Manager of CIPLA-QCIL Uganda, some employees use this opportunity to lend to their colleagues at exorbitant rates. This kind of occurrence may be a cause for work place conflicts in case issues of nonpayment arise.

According to The New Vision (October 2012), living a loan free life is almost impossible due to the constant need for additional money to meet increasing demands i.e. buying a car, building a house, paying tuition etc. people will always look for money from various sources and for the salaried employees, turning to the employer for a loan seems the more feasible way. They caution however that this may turn sour in case the employee loses the job and can no longer service the loan effectively. CBA bank Uganda, in its 2016 campaign dubbed “cba@work” explains that loyalty and job satisfaction is becoming difficult to attain in today’s competitive job market. Forward thinking employers therefore need to provide benefits such as employee loans. They explain that these can make employees choose on company over another and help to retain talent. The wage indicator survey of 2016 shows that in Uganda, the average wage is 1400/= per hour worked and yet people work for over 60 hour a week. This is way below the world average. These statistics show that workers do not have enough to take their of their personal development needs and therefore will most likely turn to acquiring loans to top up. An organization that provides such benefits as loans to its employees will most likely be able to attract and retain employees.

Dratch (2013) also explains that most of the loan advances are given to only confirmed staff and with it, employees tend to get “wedded” to the job. This means that employees with loans in an

organization will always have second thoughts about leaving the job for another as they will take it in to consideration. Besides, it can be a motivating factor for new employees to work hard to attain confirmation so as to enjoy this benefit.

Tulu (2016) explains that loan advances are a major contributor to employee engagement and can have a significant impact on sales, customer service and business productivity. Besides, he explains that these kinds of monetary or financial motivation are easily understood by the employees because their worth is easily determined. It also appeals to all employees at different levels in the organization because at all levels, there is a need for significant sums of money to cater for needs like school fees, land, houses etc. which may not be easily saved up. Against this background therefore, providing this benefit to employees will therefore be a powerful motivator to attract and retain employees.

Although organizations have always advanced loans or helped their employees acquire them for a long time, it has rarely been looked at as a motivating factor that can influence job satisfaction and as a result, little has been written about it in that context. The research therefore will help in trying to close the gap.

## **2.6 Summary of the review.**

The literature suggests and concurs with the hypotheses stated in the introduction of the proposal that motivational strategies are essential in ensuring job satisfaction among employees in an organization. The literature reviewed agrees to the need to train and support employees career development plans. There is however just a few studies and documented literature that have been made about loan schemes and insurance packages as motivators. They are usually generalized as ‘benefits’ with the rest of the other employee compensation packages. Whereas this is true that they are offered together in package, attention needs to be drawn to each individual benefit to

understand how and how much it contributes to motivation and job satisfaction. The literature available has failed to show how each individual benefit contributes to motivation and job satisfaction. Besides, most studies have been conducted outside Uganda and therefore generalizations have been made without specific reference to the Ugandan work force which is found to be inadequate by the researcher. It is such gaps therefore prompted the researcher to study more about these areas, attempt to close the gaps and contribute to the existing little available literature.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.0 Introduction**

This chapter presents the methods and techniques that were employed in collecting the data and how it was analyzed. It identifies the procedures and techniques that were used. It presents the research design, study population, sample size and selection, sampling technique, methods and instruments of data collection, measurement of variables, validity and reliability and finally, data analysis.

#### **3.1 Research design.**

A descriptive survey was used to gather information regarding motivational strategies and job satisfaction in Equity bank Uganda ltd. This design was chosen for its flexibility because it allows for the use of both qualitative and quantitative data at the same time to explain relationships between variables. Ahuja (2005). Both qualitative and quantitative methods plus correlations, were used to gain an understanding of the relationship between variables

#### **3.2 Study population**

Amin (2005) describes the study population as the group which the researcher wants to generalize the results. The study population was the employees of Equity Bank Uganda employed in its branches located in and around Kampala city. There are 17 branches with an average of 14 employees per Branch. The total population of these Branches is 238 employees. HR reports (2016). These included the managers and banking officers. These were considered for their frontline roles and positions in the core banking roles of the bank.

### 3.3 Sample size and selection

A sample was drawn from the entire population. A sample of 180 staff from the branches located in and around Kampala was selected. According to Kotler et al (2001), a sample of around 30% can give reliable findings. The sampling technique was simple random sampling. This was chosen to give all staff a chance to participate in the study.

Category	Population size	Sample size	Sampling technique
Branch managers	17	14	Simple random sampling
Middle line managers	33	16	Simple random
Banking officers	186	150	Simple random sampling
HR managers (Employee relations and welfare)	2	1	Purposive sampling
Total	238	181	

**Source:** Adapted from the Human Resource report 2015, Equity bank Uganda ltd

### Table 1: Sample size of the study

### 3.4 Methods of data collection

Primary data collection methods were employed. The methods involved questionnaire survey and the interview method.

#### The questionnaire survey.

This was used to collect both quantitative and qualitative data from among the respondents. This involved giving questionnaires to respondents to fill. This method was used mainly the banking, credit officers and operations managers. The method was used because the respondents are literate and able to answer the questions. Besides, it helped to gather information from a large and dispersed population quickly in the limited time that is available to the researcher.

### **The interview method.**

Mugenda and Mugenda (2003) present the interview method as the oral administering of the questionnaire. This was mainly used on the managers who may not have the time to sit and fill a questionnaire. This method was preferred for HR managers because it allows for probing and gain clarity on issues.

### **3.5 Instruments of data collection**

#### **Questionnaire.**

The questionnaire as an instrument included both closed and open ended questions. This was employed because it covers a wider area. Additionally; Russell (2008) explains that questionnaires give respondents a free hand in submitting their responses. They allow for anonymity and staffs are more comfortable with them. The items covered the following topics: demographic data of respondents like age, gender, years in the Bank etc.; the influence of training and development on job satisfaction; the influence of insurance schemes on job satisfaction; influence of loan schemes on job satisfaction and the various aspects of job satisfaction.

#### **Interview Guide**

The interview guide was a set of predetermined questions that was used to collect information from the key informant in the study who was in the Human Resource department. This method is advantageous for it allowed for probing and clarification of issues regarding motivation and job satisfaction in Equity Bank Uganda Limited.



### 3.6 Validity

Validity is the degree to which an instrument succeeds in describing or quantifying what its designed to measure. Instruments were given to experts to evaluate the relevance of items involved. Afterwards a test of content validity (CVI) was applied.

$$\text{CVI} = \frac{\text{Items rated as relevant}}{\text{Total items in the questionnaire}}$$

$$\text{CVI} = \frac{23}{29}$$

$$\text{CVI} = 0.793$$

Basing on the result above, the questionnaire instrument was concluded as valid because the score was higher than 0.7 as supported by Sekaran (2003)

### 3.7 Reliability

Reliability. Amin (2005) defines reliability as the consistency with which an instrument measures what its intended to measure. A pre- test on Head office staff was used to measure the reliability of instruments. The results were analyzed using Cronbach's alpha. The results were found to be above 0.7 meaning that the instrument was reliable according to Amin (2005)

#### Results of reliability test.

Cronbach's Alpha	N of Items
.818	29

Table 2: Reliability statistics

The results of the reliability test above show Cronbach's Alpha at 0.818 which is above 0.7 as recommended by Amin (2005)

### **3.7 Procedures for data collection.**

An introductory letter was obtained from Uganda Management Institute which was used to obtain permission from the Human resource department of Equity bank to allow her carry out research in the branches. The researcher then distributed and picked the filled questionnaires from the respondents.

### **3.8 Data analysis**

This referred to the evaluation of data which was collected from the field. The analysis of data was done both qualitatively and quantitatively. The data was coded and the responses grouped in various categories.

#### **Quantitative Data.**

The quantitative data was collected and checked. It was coded in order to ease data entry. It was then analyzed with the help of a statistical software package called "Statistical Package for Social Science" (SPSS). Conclusions were drawn and hypotheses were tested. The findings were presented in tables and charts.

#### **Qualitative Data**

The qualitative data from interviews and open ended questions were also categorized, analyzed and an in-depth understanding of the issues raised will be sought in order to draw conclusions and inferences.

### **3.9 Measurement of variables**

According to Mugenda and Mugenda (1999), measurement of variables gives the researcher information in regards to the extent of individual differences in opinion on a given variable. In this research, a five point Likert scale will be adopted for the study. The responses were rated as; 1-strongly agree, 2-Agree 3-Not sure, 4-Disagree and 5-strongly disagree.

### **3.10 Ethical considerations**

Mugenda and Mugenda,(2003).explains that the researchers are people who are concerned about peoples' quality of life and they should therefore be people of integrity and not do anything that will have negative effects on other people's lives. Some ethical issues therefore, were taken in to consideration during this research.

The researcher acknowledges confidentiality as a key aspect in research, where respondents are free to give information. This was therefore ensured at all levels. In this case therefore, items like names or staff numbers that can reveal peoples' identity were left out during the research.

Additionally, the researcher upheld voluntary participation. The researcher acknowledges that some people did not want to be part of the study and therefore staff participated voluntarily.

Plagiarism was also avoided in all instances and other people's work was acknowledged by citing the sources of the various literature.

## CHAPTER FOUR

### PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

#### 4.1 Introduction

This chapter involves the presentation of findings in relation to the study objectives

Data presentation refers to the various ways of carrying the different forms of data obtained through the various data collection techniques to enable the performance of analysis and extract new meaning from it. This chapter presents the analysis of the variables of study.

#### DEMOGRAPHIC AND SOCIAL ECONOMIC CHARACTERISICS OF RESPONDENTS

#### 4.2 Response rate

The percentage of people who respond to a research study is considered the response rate.

Sufficient responses are necessary to obtain reliable information. A rate of more than 50% is considered acceptable and can be relied on to give representative information. In this study, the sample was 181 respondents but the researcher managed to get 125, giving a rate of 69%. The breakdown is as follows:

**Table 3: Response rate**

Respondents	Sample size	responses	Percentage %
Branch Managers	14	9	64%
Middle Line Managers	16	16	100%
Banking Officers	150	99	66%
HR Manager (employee relations and welfare)	1	1	100%
Total	181	125	69%

**Source:** *Data from respondents*

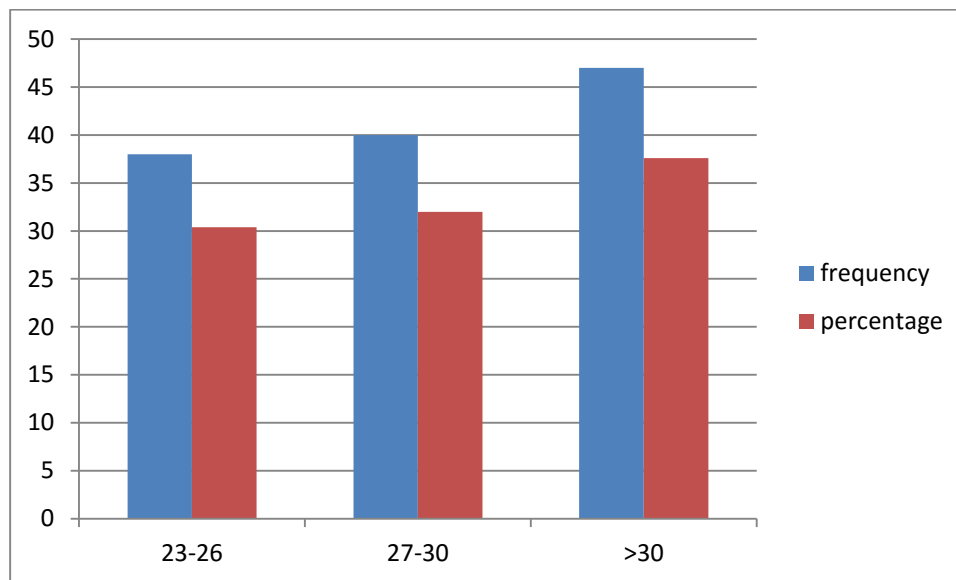
According to the above table therefore, the response rate of 69% was above the recommended rate of 67%, Amin, (2005). Thus the results are representative of the population.

### 4.3 Background information of respondents

The study also analyzed the background information of respondents in terms of gender, age, length of service and marital status. The findings helped to give a clear and broader understanding of the respondents that were taking part in the study to ensure that the findings were representative of the whole population.

#### 4.3.1 Age distribution

Respondents were asked to state their age and below are the findings recorded.



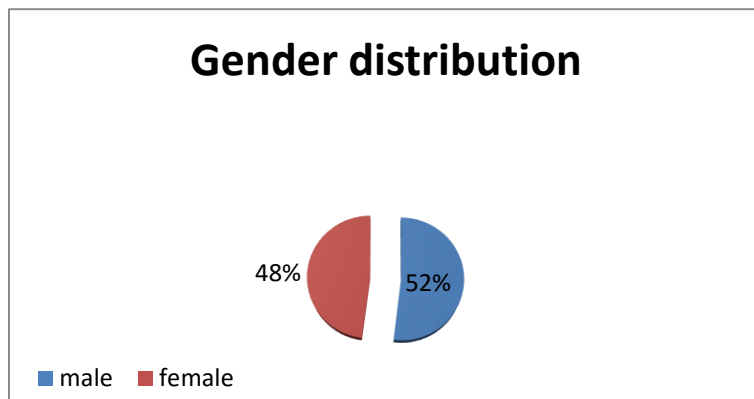
Source; *primary data*

**Figure 2: Age distribution of respondents.**

The results show that 30% of respondents were between 23-26, 32% were between 27-30 years and 37% were above 30. This shows that majority were above 30 years and therefore able to understand the study to give clear and relevant answers.

### 4.3.2 Gender distribution

Respondents were asked to state their gender and the findings are shown below.



Source; *primary data*

**Figure 3: Gender Distribution of Respondents.**

The findings above show that 48% were male respondents and 52% were female, implying a good representation from both genders in the study. This therefore means that the views of both female and males are well represented in the study and therefore safe to say that the findings of the study are representative of both genders.

### 4.3.3 Marital status of respondents

The respondents were asked to state their marital status and indicate whether single or married.

The findings are shown below.

**Table 4: Marital Status of Respondents**

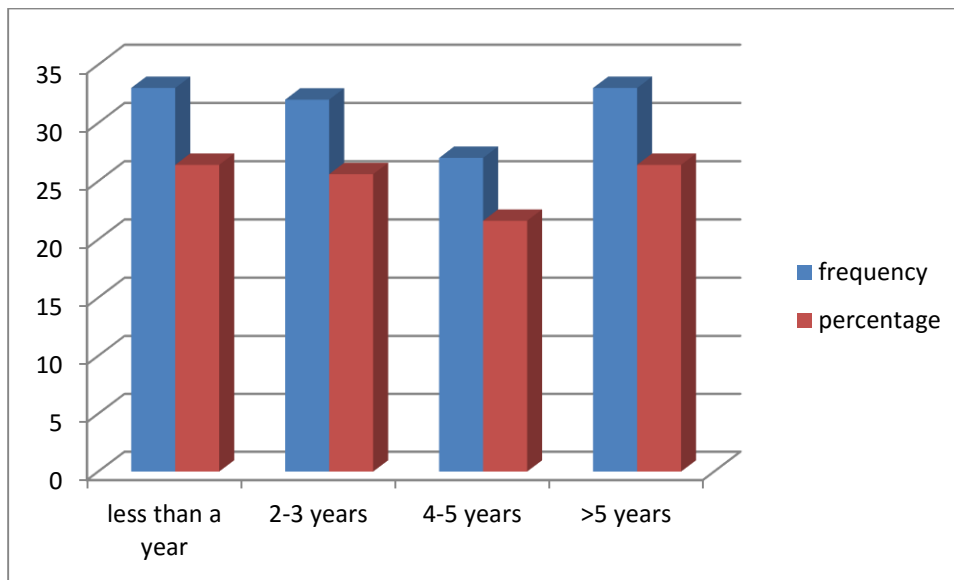
Marital status	Frequency	Percentage
Single	71	56.8%
Married	54	43.2%
Total	125	100%

Source: **Primary Data**

The findings reveal that the majority of respondents i.e. 56.8% were single and the married were only 43.2%.

#### 4.3.4 Length of service

The respondents were asked to state the period they have spent working with Equity Bank and the results are summarized below.



**Source:** primary data

#### **Figure 4: Length of Service of Respondents**

The results show an almost equal number of respondents in the less than a year category with those of 5 years meaning that the bank hires constantly as the staff leave. It also shows that the majority of the respondents have worked for over three years and served throughout the time scope of the study. They therefore had the required information regarding the study.

#### 4.4 Empirical findings on motivational strategies and employee job satisfaction.

This section provides the descriptive and inferential study findings on motivational strategies and job satisfaction based on the specific objectives of the study. It also answered the hypotheses and research questions.

The findings were presented, analyzed and interpreted according to the objectives of the study. A five point Likert scale of 1-5 was used where 1 represented strongly agree, 2-agree, 3-not sure, 4-disagree and 5- strongly disagree. In this chapter four and also five, the following abbreviations have been adopted; Strongly Agree (SA), Agree (A), Not Sure (NS), Disagree (D), Strongly Disagree (SD). The mean and standard deviation were also used to analyze the data.

#### 4.4.3 Findings about training and development

**Table 5: Results of training and Development and Job Satisfaction**

Statement	SA	A	NS	D	SD	MEAN	STD DEVIATION
I value training as important in execution of my duties	54 43.2%	66 52.4%	3 2.4%	0 0%	2 1.6%	1.65	.689
The bank trains its staff regularly	30 23.8%	78 61.9%	10 7.9%	3 2.4%	2 1.6%	1.93	.755
I have undergone training in the last one	46 37.1%	64 51.6%	1 0.8%	8 6.5%	5 4.0%	1.89	.998
The training has enhanced my performance	33 26.6%	52 41.1%	24 19.4%	11 8.9%	5 4.0%	2.23	1.066
I would love to go back for further studies	57 46.0%	26 21.0%	23 18.5%	12 9.7%	6 4.8%	2.06	1.215
The bank supports staff who want to go for further studies	14 11.3%	49 39.5%	31 25.0%	22 17.7%	8 6.5%	2.69	1.092
The support provided is sufficient	3 2.4%	19 15.3%	47 37.9%	42 33.9%	13 10.5%	3.35	.946
The support provided makes me satisfied about my job	5 4.0%	18 14.3%	49 39.5%	33 26.6%	19 15.3%	3.35	1.036

Source; primary data



The findings indicate that respondents agreed on six of the eight statements and disagreed on two. When asked to state whether they value training as important in execution of their work, 43.2% strongly agreed, 52.4% agreed while 1.6% strongly disagreed and 0% disagreed and 2.4% were not sure. The mean of 1.65 shows that most staff agree that training and development is important in execution of their work and the standard deviation of 0.689 shows that respondents had similar ratings. This implies that most staff value training and therefore management can leverage on this to improve the level of job satisfaction of staff. On whether the Bank trains its staff regularly, 23.8% strongly agreed, 61.9% agreed that staff are trained regularly. 2.4% disagreed, 1.6% strongly disagreed while 7.9% were not sure. The mean of 1.93 shows that most respondents agreed to the fact that the Bank trains its Staff regularly. The results match with the findings about whether respondents had undergone training in the last one year, where 37.1% strongly agreed and 51.6% agreed that they had undergone training while only 6.5% disagreed and 4.0% strongly disagreed. 0.8% were not sure. This implies that the Bank has endeavored to train its Staff in a bid to make their jobs more satisfying through development.

The respondents were asked to state the training had enhanced their performance, 26.6% strongly agreed and 41.1% agreed that It had improved it while 8.9% disagreed and only 4.0% strongly disagreed. 19.4% were not sure whether it had any effect at all. The mean of 2.23 indicates uncertainty among the Staff on whether the trainings have improved performance. This implies that most staff have not fully realized the value that training has added to their performance and management needs to address it.

When the respondents were asked to state whether they would love to go back for further studies, 46.0% strongly agreed, 21.0% agreed while only 9.7% disagreed and 4.8% strongly disagreed. The mean was 2.06 indicating that most Staff were very much interested in pursuing further studies.

This is in line with what one respondent wrote; ‘ *we also need support to do other professional courses outside the bank.* ’ The standard deviation of 1.2 however shows that staff had divergent views regarding further studies.

On whether the Bank supports staff who want to go back for further studies, 11.3% strongly agreed, 39.5% agreed that the bank supports while 17.7% disagreed, 6.5% strongly disagreed and 25% were not sure this implies that on the whole, the Bank has tried to make the environment conducive for further studies which has the potential to improve job satisfaction. The standard deviation of 1.09 indicates the divergence in views about the Bank’s support. In contrast however, 2.4% strongly agreed, 15.3% agreed that the support was sufficient. Over 37% were not sure, 33.9% disagreed and 10.5% strongly disagreed. The mean of 3.35 indicated that the Staff disagreed with the statement of sufficiency of the support provided. This implies that although the support is there, it is still lacking and may prove a challenge to job satisfaction of those employees who value training and development. Management therefore needs to address the aspect of support as viewed by the staff to make this strategy of motivation work.

Respondents were also asked to state whether the support gives them satisfaction about their jobs, only 4.0% strongly agreed and 14.3% agreed. 26.6% disagreed, 15.3% strongly disagreed and over 39.5% were not sure. The mean of over 3.35 shows that most Staff disagree that the support through training and development gives them satisfaction about their jobs. This implies that the Bank needs to give more support in order to increase the satisfaction of staff about their jobs.

#### 4.4.1 The influence of loan schemes on employee job satisfaction

Respondents were asked to respond to statements regarding loan schemes and how they influence job satisfaction. There were nine statements and the respondents were required to answer the extent to which they agree or disagree with them using a 5 point Likert scale. The results are tabulated below.

**Table 6: Results on Loan Schemes and Job Satisfaction.**

STATEMENT	SA	A	NS	D	SD	MEAN	STD DEVIATION
<b>Loan schemes are important for my personal development</b>	66 52.4%	48 38.1%	6 4.8%	4 3.2%	1 0.8%	1.61	0.792
<b>The bank provides loans to its staff</b>	59 46.8%	54 42.9%	7 4.8%	3 2.4%	2 1.6%	1.67	0.814
<b>I have been advanced a loan in the last one year</b>	31 24.6%	24 19.0%	1 1.7%	44 34.9%	25 19.8%	3.06	1.539
<b>I understand the loan products available</b>	49 38.9%	56 44.4%	15 11.9%	3 2.4%	1 0.8%	1.8	0.806
<b>The products provided are sufficient to meet my needs</b>	9 6.3%	34 27.0%	19 15.1%	44 34.9%	19 15.1%	3.26	1.202
<b>The loan terms and conditions are favorable to me</b>	10 7.9%	29 23.0%	24 19.0%	38 30.2%	23 18.9%	3.28	1.24
<b>The loan motivate me to work harder</b>	20 15.9%	38 30.2%	25 19.8%	29 23.0%	12 9.5%	2.8	1.243
<b>The loan availability when needed, increases satisfaction about my job</b>	25 19.8%	47 37.3%	21 16.7%	23 18.3%	8 6.3%	2.53	1.192

**Source:** Primary Data

From the above findings, the respondents agreed with five out of the eight statements used to measure the influence of loan schemes.

When they were asked whether they consider loans as essential for their personal development, 52.4% strongly agreed while 38.1% agreed. This implies that the majority 90.5% agreed that loans are important for their personal development and thus affects their job satisfaction. A mean of 1.61 was derived implying that the respondents agreed that loans are important benefits for personal development. This means that any improvement will positively impact job satisfaction. Management therefore needs to work towards enhancing the schemes and it will in turn improve satisfaction which in turn can improve performance.

When asked whether the Bank provides loans to its employees, the majority 46.8% strongly agreed, 42.9% & agreed while 2.4% disagreed, 1.6% strongly disagreed and 4.8% were not sure. A mean of 1.67 was computed pointing to the fact that most Staff seemed to agree that the Bank provides loans. A standard deviation of 0.79 indicates that most Staff agreed in their responses. This shows that most respondents were aware of the fact that the Bank provides loans to them. This awareness is important because it will enable the Staff to utilize these benefits and be able to derive the satisfaction that is much needed for a happy and contented employee to be committed to organizational goals.

When asked whether they had been advanced a loan in the last one year, 24.6% strongly agreed and 19.0% agreed. 34.9% disagreed, 19.8% strongly disagreed and 1.7% were not sure. A mean of 3.06 points to uncertainty about whether they have been advanced loans although the standard deviation of 1.53 shows that respondents' views were divergent on this issue. These findings concur with one respondent's assertion "*the loans are available but they take long and the process is sometimes tiresome. The money given is little and many times not enough for the needs yet we are not allowed to borrow from other sources.*" The finding shows that although the loans are

available as a motivating factor, the process of obtaining one is tedious and frustrates many which instead of increasing satisfaction it actually reduces it.

The respondents were asked whether they understand the loan policy of the bank, 38.9% strongly agreed and 44.4% agreed that they understand the policy well. 2.4% disagreed and 0.8% strongly disagreed. The mean was 1.8 indicates that most staff agreed that they understand well the policy and the standard deviation of 0.80 shows that respondents had similar views. This finding is in line with the key Informant in the interview when he stated that,

“As soon as staff are employed, we take them through an induction where all these things are explained to them in detail. Secondly, information about these loans are put on the Bank’s Intranet for people to review any time.”

The findings show that the Bank has done well at communicating the loan policies to its staff to enable them make use of it resulting in to their motivation to work.

When they were asked to state whether the products are sufficient to meet their needs, 6.3% strongly agreed and 27.0% agreed, representing only 33%.and 34.9% disagreed, 15.1% strongly disagreed with the statement and 15.1% were not sure. The mean of 3.26 reveals that respondents strongly disagreed with loan products available. Regarding this, one respondent wrote, *“the amounts provided to staff are very little and yet they give bigger amounts to employees of other organizations. It’s not fair because it seems the Bank trusts other people more than its staff”*

The results reveal that although this strategy of loan advances is meant to motivate and enhance job satisfaction, certain aspects of it are actually bringing more dissatisfaction where the Employees feel they are much less important.

About the terms of the loans, 7.9% strongly agreed and 23.0% agreed that they were favorable. 30.2% disagreed and 18.9% strongly disagreed while 19% were not sure. The mean of 3.28 points to the fact that most respondents disagreed with the statement. The majority found them unfavorable. One respondent wrote that, *“most times they require additional security for the loans yet those of us who are just starting do not have it. So you end up with little money which can't do much.”*

This response is supplemented by the statistics on age distribution which indicate that more than 62% of respondents are aged between 23-30 and since they are starting out in their careers, they may not have the additional security required for the loans. The fact that many Employees will not be able to access the loans will become a de-motivator thus reducing job satisfaction. There is need therefore for management to revisit the terms and make them more inclusive for all staff.

About whether the loans motivate them to work harder, 15.9% strongly agreed and 30.2% agreed with the statement. 23.0% disagreed, 9.5% strongly disagreed and only 19.8% were not sure. With a mean of 2.8, and standard deviation of 1.243, it shows that Staff agree with the statement. This implies that the organization stands to benefit from motivated and satisfied employees because they work harder at achieving targets. On whether the loan availability increased their job satisfaction, 19.8% strongly agreed and 37.3% agreed. 18.3% disagreed and 6.3% strongly disagreed while 16.7% were not sure. The mean was 2.53 indicating that most respondents agreed with the statement. This implies that the availability of loans has a positive impact on job satisfaction and management should find ways of enhancing it in order to tap into this powerful motivator.

The means calculated were below 3.5 implying that staff did not agree to the statements measuring loans schemes.

#### 4.4.2 Findings about insurance schemes

**Table 7: Results on Insurance Schemes and Job Satisfaction**

<b>Statement</b>	<b>SA</b>	<b>A</b>	<b>NS</b>	<b>D</b>	<b>SD</b>	<b>MEAN</b>	<b>STD DEVIATION</b>
<b>Medical insurance is an important benefit to me</b>	90 71.4%	33 25.4%	0 0%	0 0%	2 1.6%	1.32	.645
<b>The bank provides medical insurance to staff</b>	86 68.3%	33 26.2%	2 1.6%	1 0.8%	2 1.6%	1.39	.718
<b>I understand well the policy provided</b>	65 51.6%	47 36.5%	10 7.9%	1 0.8%	2 1.6%	1.62	.802
<b>I can select a service provider of my choice</b>	78 62.4%	32 25.4%	12 9.5%	1 0.8%	2 1.6%	1.54	.830
<b>The policy covers the medical aspects I need</b>	63 50.4%	46 36.5%	8 6.3%	7 5.6%	1 0.8%	1.71	.885
<b>The medical insurance provided motivates me to work harder</b>	64 50.8%	43 34.4%	7 5.6%	10 7.9%	1 0.8%	1.74	.945
<b>The insurance provided makes me satisfied about my job</b>	63 50.8%	41 32.3%	13 10.5%	6 4.8%	2 1.6%	1.73	.949

Source: *primary data*

From the findings above, it was found out that respondents agreed with all the statements used to measure medical insurance.

Respondents were asked to state whether medical insurance is an important benefit to them, 71.4% strongly agreed, 25.4 agreed while only 1.6% disagreed. The mean derived was 1.32 indicating that most Staff agreed that medical insurance was important to them. The standard deviation of 0.64 shows that most respondents agreed in their views. The implication is that basing on the

importance that respondents put on this aspect, management can leverage on this to motivate and increase satisfaction of Employees.

On whether the bank provides medical insurance to the staff, 68.3% strongly agreed, 26.2% agreed while only 0.8% disagreed, 1.6% strongly disagreed and only 1.6% were not sure. A mean of 1.39 and standard deviation of 0.718 indicate that respondents agreed to the statement and most of them had similar views. The findings show that the Bank has tried to provide this benefit to staff. This corresponds with what the key informant said in the interview about medical insurance; “ *once one is employed in the bank, they are straight away eligible for medical insurance even when still on probation and after probation, we can include their dependents.*”

The respondents were asked to state whether they understand the policy regarding their insurance, 51.6% strongly agreed and 36.5% agreed that they understand it well. Only 0.8% disagreed and 1.6% strongly disagreed while 7.9% were not sure. The mean for the statement was 1.62 showing that most respondents agreed to understand well the policy, with the standard deviation of 0.802 pointing to the fact that most Staff agreed in their responses. In line with this, the key informant stated that, “ *information regarding the medical insurance is readily available on the bank’s intranet for all to read and any updates are communicated on mail but still there are some who just ignore them .*”

When asked to state whether they select a service provider of their choice, 62.4% strongly agreed, 25.4% agreed that yes they can select one from a predetermined list. Only 0.8% and 1.6% disagreed and strongly disagreed respectively while 9.5% were not sure. A mean of 1.54 was computed showing that most staff agree to the statement and that their responses were in agreement with each other according to the standard deviation of 0.830. This finding points out that the Bank has



provided a variety of service providers for staff to choose from according to their preferences. This aspect of variety is one way that can make the insurance strategy of motivation more appealing to consequently more able to bring job satisfaction.

The respondents were also asked to state whether the policy covers the medical aspects they need, 50.4% strongly agreed and 36.5% agreed. 5.6% disagreed, 0.8% disagreed while 6.3% were not sure. With a mean of 1.71 and standard deviation of 0.885, it reveals that most Staff agreed with the statement. This implies that the medical insurance was to the satisfaction of the majority although some still had reservations about it as one respondent stated; *'the insurance is okay although it's not fair for those of us who are not yet married legally and have no children because we are not considered to have dependents'* The statement shows that although the Bank has tried to make medical insurance more motivating, work still has to be done to eliminate the few dissenting voices for those who still feel left out.

The respondents were also asked to state whether the medical insurance motivated them to work harder, 50.8% strongly agreed and 34.4% agreed that it motivated them. Only 7.9% disagreed, 0.8% strongly disagreed while 5.6% were not sure. A mean of 1.74 shows that respondents agreed that the insurance motivated them to work harder. These findings indicate that an enhanced medical insurance program can actually work as a powerful motivator to staff, thus eliminating job dissatisfaction.

Lastly, the respondents were asked to state whether the insurance provided gives them satisfaction about their jobs, 50.8% strongly agreed and 32.3% agreed. 4.8% disagreed and 1.6% strongly disagreed while 10.5% were not sure. With a mean of 1.73 and standard deviation of 0.949, it implies that the medical insurance provided in Equity Bank Uganda is viewed as good by the staff

as one respondent wrote; ‘*insurance has improved a lot. They cater for four children and the limits were also increased so all my family is covered*’

#### 4.4.4 Findings about job satisfaction

**Table 8: Results on Job Satisfaction**

<b>Statements</b>	<b>SA</b>	<b>A</b>	<b>NS</b>	<b>D</b>	<b>SD</b>	<b>MEAN</b>	<b>STD DEVIATION</b>
<b>I am satisfied with my job</b>	23 18.5%	59 47.6%	20 16.1%	19 15.3%	3 2.4%	2.35	1.030
<b>I am enthusiastic about the work I do</b>	30 23.8%	61 48.4%	15 11.9%	14 11.1%	4 3.2%	2.20	1.036
<b>I am committed to the success of this bank</b>	46 37.1%	66 53.2%	7 5.6%	3 2.4%	2 1.6%	1.78	.792
<b>I want to stay longer with the bank</b>	29 23.4%	33 26.6%	45 36.3%	15 12.1%	2 1.6%	2.42	1.029
<b>The way I feel about the job helps me to perform better</b>	27 21.8%	54 43.5%	26 21.0%	14 11.3%	3 2.4%	2.29	1.010
<b>The motivational efforts of the bank have increased satisfaction about my job</b>	8 6.3%	43 34.1%	25 19.8%	36 28.6%	12 9.5%	3.01	1.137

**Source;** *primary data*

The findings above show that the respondents agreed with the statements measuring job satisfaction. When asked to state whether they were satisfied with their jobs, 18.5% strongly agreed and 47.6% agreed that they were satisfied. On the other hand, 15.3% disagreed, 2.4% strongly disagreed and 16.1% were not sure. The mean was 2.35 pointing towards a mild agreement to being satisfied while the standard deviation of 1.03 shows that the respondents’ views were a bit

divergent. In line with this finding, the key informant stated that; *we always hear in the corridors that some people are not satisfied but we try our best to improve but as you know, you can't operate to everyone's satisfaction. It is impossible.*''

When asked whether they are enthusiastic about their work, 23.8% strongly agreed and 48.4% agreed that they are enthusiastic. Only 11.1% disagreed, 3.2% strongly disagreed and 11.9% were not sure. The mean computed was 2.20 showing that Staff agreed to being enthusiastic although mildly. The standard deviation of 1.036 points out that their views were not all in agreement, concurring with one respondent who wrote that, '*they should consider job rotations to reduce on the monotony of one role for a long time.*'' This implies that some staff are bored which could account for the 14.3% who are not enthusiastic. This findings show that other factors other than motivational strategies, like job design are coming in to play to influence job satisfaction. This is an indication to management to look in to these aspects as well in order to maximize job satisfaction.

The respondents were asked to indicate whether they were committed to the success of the Bank and 37.1% strongly agreed, 53.2% agreed that they were committed. 2.4% disagreed, 1.6% strongly disagreed and 5.6% were unsure. The mean of 1.78 and standard deviation of 0.792 shows that Staff were strongly in agreement about their commitment to the success of the bank. This loyalty is one of the aspects of job satisfaction according to the study, meaning that Staff of Equity Bank have achieved a certain level of job satisfaction which has to be improved.

On whether they would want to stay longer with the Bank, 23.4% strongly agreed, 26.6% agreed while 12.1 % disagreed, 1.6% strongly disagreed and over 36.3% were not sure.

This implies that although they are committed to the Bank's success, there are some unresolved issues that will make them leave if not addressed.

The respondents were also asked whether the way they feel about the job helps them to perform better, 21.8% strongly agreed, 43.5% agreed and 11.3% disagreed, 2.4% strongly disagreed while 21% were not sure. The mean was 2.29 indicating that on the whole, the Staffs' feelings about the jobs enabled them to perform better. With a standard deviation of 1.0, the views were in agreement. Management therefore needs to ensure that Staff love their jobs because this can motivate them to work harder.

They were also asked to indicate whether the motivational efforts of the Bank have increased their job satisfaction, less than half agreed. 6.3% strongly agreed, 34.1% agreed. 28.6% disagreed and 9.5% strongly disagreed while 19.8% were not sure. The mean of 3.01 shows that most Staff were not certain whether the motivational strategies have improved their satisfaction and the standard deviation of 1.137 indicates that most views were not in agreement. These findings imply that although the Bank has tried to put in place motivational strategies, there is still need to enhance them in order to bring out the job satisfaction required.

### **Correlation analysis of motivational strategies and job satisfaction.**

A correlation analysis was used to measure the degree of association between the dependent and independent variables. A positive value indicates a positive degree of association and a negative value implies a negative association. The analysis was done by use of a statistical data package, i.e. (SPSS) and the results presented below.

### **Table 9: Showing Pearson Correlation Analysis**

		SATISFACTI ON	TRAINI NGAND DEVELO PMENT	INSURA NCECO VER	LOANS SCHEME
SATISFACTION	Pearson	1	.181(*)	.031	.043
	Correlation				
	Sig. (2- tailed)				
	N	120	120	120	120
TRAININGAND DEVELOPMENT	Pearson	.76(*)	1	-.033	.068
	Correlation				
	Sig. (2- tailed)				
	N	120	120	120	120
INSURANCECO VER	Pearson	.641	-.033	1	.166
	Correlation				
	Sig. (2- tailed)				
	N	120	120	120	120
LOANSCHEME	Pearson	.763	.068	.166	1
	Correlation				
	Sig. (2- tailed)				
	N	120	120	120	120

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

The analysis of correlation results between training and development and employees' job satisfaction shows a strong positive coefficient of 0.76, with a p-value of 0.048 being the level of significance. This shows a strong positive relationship between training and development and employees job satisfaction. The findings indicate that an improvement in training and development will have a strong positive impact on job satisfaction and therefore management can leverage on this to eliminate dissatisfaction. Basing on the results, the hypothesis "training and development has a positive influence on job satisfaction" was upheld.

The correlation results between insurance cover and employees' job satisfaction also shows a positive coefficient of 0.641, with a p-value of 0.032. This indicates a positive relationship between insurance cover and employee's job satisfaction. This implies that improving medical insurance

will have a direct positive impact on the job satisfaction of employees. Therefore, the hypothesis “insurance schemes have an impact on job satisfaction” is upheld.

Loan schemes also indicated a positive correlation of 0.734, with a significance level of 0.028. This indicates a fairly strong positive relationship between loan schemes and employees’ job satisfaction. According to the results, the hypothesis “loan schemes have a positive influence on job satisfaction” is upheld. The implication here is that if management enhances loan schemes to suit most employees, a huge positive impact on job satisfaction will be realized.

The correlation is significant at 0.05 level two tailed. The researcher thus concluded that a positive improvement in any of the three variables will have a positive influence on employees’ job satisfaction and retrogression in improvement on any of the three variables will have a negative influence on employees’ job satisfaction. This therefore implies that training and development contributed most to the employees’ job satisfaction followed by loan schemes, and then insurance cover had the least influence on employees’ job satisfaction. With these findings therefore, a lot of emphasis by management should be put on training and development and loan schemes as they have been found to have the biggest impact and yet have been reported to be lacking by the respondents.

**CHAPTER FIVE**  
**SUMMARY OF FINDINGS, DISCUSSION, CONCLUSIONS AND**  
**RECOMMENDATION**

**5.1 Introduction**

This chapter presents summary, discussion, conclusion and recommendations of the study on the “Influence of motivational strategies on employee job satisfaction” with specific reference to Equity Bank (U) Ltd.

**5.2 Summary of findings**

This part represents the summarized results and interpretation of findings based on the study objectives.

**5.2.1 Influence of training and development on employee job satisfaction**

The study found that most staff at Equity Bank (U) Ltd (88.7%) had participated in a number of trainings and development programs organized by their institution. The training and development areas included knowledge based modules in line with duties to be executed, personal development, creativity and innovativeness strategies, motivational training among others. Besides, over 67% indicated that they would love to go back for further studies.

According to Pearson correlation analysis under study, the correlation results between training and development and employees’ job satisfaction shows a strong positive coefficient of 0.76, with a p-value of 0.048 being the level of significance. This indicates a strong positive relationship between training and development and employees job satisfaction. This study found out that enhancing training and development will increase on the level of job satisfaction.

### **5.2.2 Influence of life insurance schemes on job satisfaction**

The study found out that the correlation results between insurance cover and employees' job satisfaction is positive (0.641), with a p-value of 0.032. This indicates a strong positive relationship between insurance cover and employee's job satisfaction. It also revealed that staff were satisfied about the Bank's policy on medical insurance. Medical insurance at Equity bank (U) Ltd insures health and life as a whole, 100% compensation for all staff and their beneficiaries. In case of health uncertainties, staff members are left with no worries of where to get the finances to cater for their health expenses.

### **5.2.3 Influence of loan schemes on job satisfaction**

And loan schemes also indicated a positive correlation of 0.734, with a significance level of 0.028. This indicates a fairly strong positive relationship between loan schemes and employees' job satisfaction. According to the interaction with the human resource, it was noted that the loan schemes are in place to support staff members who are in quest for development; this scheme caters for purchase of land, constructions, car purchase and other developments that a staff want to venture into be it business. This keeps the team concentration levels high while executing to their duties, hence satisfaction.

## **5.3 Discussion of Findings**

### **5.3.1 Influence of loan schemes on job satisfaction.**

The findings reveal that the majority of staff consider loan schemes as important for their personal development i.e., 90.5%. This finding agrees with Periu (2014) who explains that most families have just enough to cover for their day to day expenses and hence a need for additional financing to cater for development needs like building etc.



However, the study also found out that 50% of respondents found the loan products insufficient in meeting their needs meaning that they were not satisfied with it. According Vroom (1962), valence is one of the tenets of any motivational strategy. Employees must find the reward of value to satisfy an important need. The loan schemes therefore must be structured in a way that will satisfy the employees. This finding stems from the fact that a sizeable number of employees i.e. 49.1% found the terms and conditions of the loans unfavorable with some staff reporting that the money given was little and additional security was needed for more money which excludes the younger employees who have not acquired any other properties. This has resulted in over 54.3% having not received a loan due to the terms and conditions. This finding implies that the loan schemes in Equity Bank currently are not meeting the needs of most staff and are affecting the job satisfaction of employees.

However, for those that had access to them, they reported that the availability of these loans increased their job satisfaction and motivated them to perform better , agreeing with Tulu (2016) who explains that loan advances are a major contributor to staff engagement and has significant impact on sales and business productivity. These findings are in agreement with Herzberg's Two Factor Theory which emphasizes the need to address the Hygiene factors because neglecting them can bring dissatisfaction and according to Wilton (2013), they can also backfire if not managed well. Management therefore needs to consider enhancing the loan schemes in order to tap in to this motivational strategy.

### **5.3.2 Influence of medical insurance on job satisfaction**

The findings reveal that over 96% of staff consider medical insurance as an important benefit to them. This finding supports that of Cascio (1998) who notes that medical insurance is one of the building blocks of all benefits packages.

The study also reveals that most staff understands the medical insurance policy that is given to them which makes it easier for staff to appreciate. People need to understand something for it to be of significant value to them. In this area of Insurance, The Bank was doing well according to the findings and needs only to improve.

The findings also show that 83.1% of employees confirmed that the medical insurance provided gave them satisfaction about their jobs which concurs with the Two-Factor theory (Herzberg 1958) which was underpinning this research on the importance of hygiene factors in eliminating dissatisfaction. The findings about medical insurance therefore support hypothesis 2 that medical insurance has a positive influence on job satisfaction.

### **5.3.3 Influence of training and development on job satisfaction**

Findings reveal a strong positive association between training and development and job satisfaction in Equity Bank Uganda. In line with Torrington (2005), majority of the respondents agreed that training and development were important and that they would like to go back for further studies to improve their skills and widen their chances of promotion and employability elsewhere.

Over 67% of respondents reported that the training had enhanced their performance, thus supporting Mullins (2005) that training is to boost the competence of the trained employees and to ensure continuity in career development. However, some staff reported that the trainings sometimes are imposed on them without inquiring their needs and yet according to Beardwell

(2004) training needs of the organization must be reconciled with those of the employees in order to have good effect.

The results obtained show a positive relationship between training and job satisfaction and therefore management should consider enhancing it.

In contrast however, the majority of staff reported that the support to go for further studies was not sufficient and that it affected their job satisfaction. This implies that the Bank does not give enough support to those to those who want to go for further studies. This conflicts with Torrington (2005) who explains that although career management is the primary role of an individual, organizations can and should support it. Beardwell (2004) further notes that professional development opportunities with transferable skills can be explored as they are powerful motivators in attracting and retaining employees. The findings concur with the Two Factor theory of Herzberg which explains that ignoring or paying less attention to hygiene factors such as training and development can lead to dissatisfaction. Therefore, the role of management is to ensure that the support is deemed sufficient by the employees if this motivational strategy is to produce the desired job satisfaction.

## **5.4 Conclusion of the Study**

### **5.4.1 Loan Schemes and Employee Job Satisfaction**

The study concluded that loan schemes have a positive influence on job satisfaction in Equity Bank Uganda with a P value of 0.734. This implies that improving on the products provided as loans to staff will likely increase the job satisfaction. it also concludes however, that the current policy on loans at Equity Bank Uganda does not fully satisfy the needs of staff and should therefore be revised to be more inclusive.

#### **5.4.2 Insurance Schemes and Employee Job Satisfaction**

The study concludes that the current medical insurance schemes at Equity Bank Uganda are satisfactory to the staff. The findings show a positive correlation of 0.641 and a P-value of 0.032. This implies that a positive relationship of loan schemes with job satisfaction exists and therefore an improvement in the policy will have a positive improvement on the job satisfaction of staff. It is therefore necessary that management continues to improve them.

#### **5.4.3 Training and development on employee job satisfaction.**

The study found a strong positive correlation of 0.76 and P-value of 0.048 between training and development and employee satisfaction. It concludes therefore that an increase in the training and support thereof will result in to an increase in the job satisfaction of employees.

The researcher therefore, concluded that a positive improvement in any of the three variables will have a positive influence on employees' job satisfaction and retrogression in improvement on any of the three variables will have a negative influence on employees' job satisfaction. This therefore implies that training and development contributed most to the employees' job satisfaction followed by loan schemes, and then insurance cover had the least influence on employees' job satisfaction.

It should be noted that trainings, insurance and loan schemes are not the only factors to influence employee satisfaction, other important factors such as recognition and rewarding is a great approach that spurs the employee job satisfaction through pay rise, recognition, employee benefits and use of other incentive. The study found out that acknowledging achievements, encouraging extra efforts and pay rise are key aspects in influencing satisfaction, employee productivity improvement and employee satisfaction enhancement.

## **5.5 Recommendations**

In light of the conclusions drawn, the researcher provides the following recommendations.

### **5.5.1 Loan Schemes and Employee Job Satisfaction.**

The researcher recommends that management finds out the aspects of loan policy which the staff find unfavorable so that they can find a way of improving it in order to benefit all staff. In addition, the loan policy should also be constantly cascaded to all staff regularly so that every employee can be conversant with it.

### **5.5.2 Insurance Schemes and Employee Job Satisfaction.**

This study revealed that medical insurance had a significant positive relationship with job satisfaction and that the staffs on the whole are satisfied with it. The researcher therefore recommends that management continues to improve it by adding more specialized services like gynecology, dental etc.

The researcher recommends also that management find ways of making the policy more inclusive for those who are not yet married but have dependents as voiced by one of the respondents in the findings.

### **5.5.3 Training and development and employee job satisfaction**

The study found out that majority of staff valued training and that it enhanced their performance although some voiced a concern that they are not consulted on what trainings they need to undertake. The researcher therefore recommends that The Bank continues to conduct trainings for the staff to help them improve their performance. However, they should conduct a training needs assessment so that they are relevant to the employee needs.

The study also found out that majority of staff would like to go for further studies although they reported that the support received is very inadequate. The researcher therefore recommends that management comes up with a plan to help out such employees. This could be in terms of study leave, study loans or even grants to best performers.

## **5.6 Limitations of the Study**

The study had a number of limitations;

First, the study focused on motivational strategies and their influence on job satisfaction. It specifically looked at loan schemes, medical insurance and training and development. However, there are motivational strategies that affect job satisfaction that were not included in this research.

Secondly, the study was limited by inadequacy of some information which was being considered as confidential Bank information and could therefore not be revealed by the key informant.

The study was also affected by the non-response of some respondents who failed to return the questionnaires that were sent to them and thus affecting the response rate.

## **5.7 Areas of further studies**

The study explored influence of motivational strategies on employee job satisfaction with reference to Equity Bank (U) Ltd. The researcher therefore recommends that; similar studies should be done in other banks in Uganda as this will provide for comparisons and to allow for generalization of findings on the influence of motivational strategies on employee job satisfaction in financial service providing institutions in Uganda

## **5.8 Contributions of the Study**

The study has helped management of Equity Bank to understand how the strategies that had been put in place are performing in regards to their objective of motivating staff and increasing job satisfaction.

The study has help to understand the relationship between motivational strategies and job satisfaction and to highlight gaps in the strategies of the Bank and will help to guide in developing better policies that are employee centered.

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**APPENDICES**

**APPENDIX I:**

**Questionnaire for banking officers and managers**

Dear Respondents:

I am a student of Uganda Management Institute pursuing a Masters in Business Administration. I am undertaking a research on Motivational Strategies and The Influence on Job satisfaction. The purpose of this questionnaire is to collect information about the “influence of motivational strategies on employee job satisfaction in Equity bank Uganda ltd”. Please answer by ticking the appropriate box or by filling in the spaces where applicable. All answers will be treated with due confidence and will be used for academic purposes only. Thank you.

**Section A: Background information.**

1. Department .....

2. Gender : Male  Female

3. Years with the bank.

Less than a year  2-5 yrs  Above 5

4. Marital status: Single  Divorced

5. Age bracket: 23-26  27-30  above 30

Please tick in the appropriate box the extent to which you agree with the statements.

1-Strongly agree, 2-Agree, 3-Not Sure, 4-Disagree, 5-Strongly disagree.

Thanks.

**Section B: Influence of loan schemes on employee job satisfaction**

<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Loan schemes are important for my personal development					
The bank provides loans to its staff					
I have been advanced a loan in the last one year					
In understand the loan products available					
The products provided are sufficient to meet my needs					
The loan terms and conditions are favorable to me					
These loans motivate me to work harder					
The loan availability when needed, increases satisfaction about my job					

**Section C: Influence of insurance schemes on employee job satisfaction**

Statement	1	2	3	4	5
Medical Insurance is an important benefit to me					
The bank provides medical insurance to staff					
I understand well the policy provided					
I can select a service provider of my choice					
The policy covers the medical aspects I need					
The medical insurance provided motivates me to work harder					
The insurance provided makes me satisfied about my job					

Briefly explain what would make the insurance scheme more motivating to you.

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**Section D: Influence of training and development on employee job satisfaction**

Statement	1	2	3	4	5
I value training as important in execution of my duties					
The bank trains its staff regularly					
I have undergone training in the last one year					
The training has enhanced my performance					
The training has motivated me to work harder					
I would love to go back for further studies					
The bank supports staff who want to go for further studies					
The support provided is sufficient					
The support provided makes me satisfied about my job					

Briefly in a sentence or two, explain the kind of support you would like to receive from the bank in terms of training and career development.

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**Section E: Job satisfaction**

Statement	1	2	3	4	5
I am happy with my present job					
I am enthusiastic about the work I do					
I am committed to the success of this bank					
I want to stay longer with the bank					
The way I feel about the job helps me to perform better					
The motivational efforts of the bank have increased satisfaction about my job					

Briefly describe what would increase your satisfaction about your current job.

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## **APPENDIX II:**

### **Interview guide for HR managers**

I am Master's student of business administration of Uganda Management Institute and the focus of my research is motivational strategies and influence on job satisfaction in Equity Bank Uganda Ltd. As Human Resource manager in the Bank, your views are important and will be very helpful to the study.

1. What is your position in the department?
2. How long have you worked in HR?
3. How many employees do you have in the bank?
4. Have you done any surveys on motivation and job satisfaction levels in the bank?
5. If yes, how would you rate them?
6. What are motivational strategies you have implemented in the bank?
7. Have they been effective? If not, what are the challenges?
8. Do you have any plans to implement new strategies or enhance the ones available?

Thank you for your time.



## **APPENDIX III: Introductory Letter**

## **APPENDIX IV: Field Research Letter**

## **APPENDIX V: Anti-Plagiarism Report**