



UGANDA MANAGEMENT INSTITUTE

**MOTIVATION AND EMPLOYEE PERFORMANCE IN COMMERCIAL
BANKS IN UGANDA: A CASE OF CENTENARY BANK UGANDA
LIMITED**

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JANUARY, 2018

DECLARATION

I **Jackie.K. Nandaula**, declare that this is my own original work and that it has not been presented and will not be presented to any other University for similar or any other degree award

Sign.....

Date.....

APPROVAL

We, the undersigned, certify that we have read and here by recommend for acceptance by Uganda Management Institute a dissertation titled “*Motivation and employee performance at commercial banks in Uganda: A case of Centenary Bank Uganda Limited*” in partial fulfillment of the requirements for the award of the degree of Masters in Business Administration

Dr. Dan Oryema

Sign.....

Date.....

Mr. Christopher Mayanja

Sign.....

Date.....

DEDICATION

This research work is dedicated to my family members and friends who have stood by my side in times of difficulty.

ACKNOWLEDGEMENT

My primary debt of gratitude goes to the Lord Almighty for seeing me through. I am also very grateful to my supervisors Dr. Dan Oryema and Mr. Christopher Mayanja for their effort and time they have spent reading my entire manuscript, carefully pointing out errors and offering many useful suggestions for improvement. I extend my appreciation to the heads of Department and entire UMI lecturer team for the knowledge growth experience. I wish to express my heartfelt thanks to the top management and employees of Centenary Bank and all the branch managers for giving me permission to use Centenary Bank as a case study.

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HAPTER ONE	

LIST OF ACRONYMS

ILO	International Labour Organisation
CBO	Community Based Organisation
CERUDEB	Centenary Rural Development Bank
CSO	Civil Society Organisation
CVI	Content Validity Index
HRM	Human Resource Management
HR	Human Resource
JCM	Job Characteristic Model
NGO	Non-Governmental Organisation
R&D	Research and Development
RMC	Regional Member Country
SP	Strategic Planning
SPSS	Statistical Package for Social Sciences
UK	United Kingdom
USA	United States of America

ABSTRACT

The study examined the relationship between Motivation and employee performance at commercial banks in Uganda, Centenary Bank was taken as the case study. The study was premised on the following research objectives: to examine the relationship between intrinsic motivators and employee performance at Centenary Bank, to establish the relationship between extrinsic motivators and employee performance at Centenary Bank and to find out the moderating effect of management style on the relationship between Motivation and employee performance at Centenary Bank. The study adopted a descriptive cross sectional research design where both quantitative and qualitative approaches were used. In this study, 190 respondents were sampled but the total response rate for surveys and questionnaire was 155 representing a response rate of 81.5%. The data was collected using questionnaires and interviews and quantitative analysis was done using regression analysis and correlation. Qualitative analysis was done using content analysis. The results indicated that there is a positive relationship between intrinsic motivators and employee performance at Centenary Bank. Secondly, the results indicated that there is a positive relationship between intrinsic motivators and employee performance at Centenary Bank and thirdly it was revealed that leaders emphasize priorities and good moral standards, but some leaders are driven by their personal interests to act the way they do. There is job security in Centenary Bank, most employees who leave, do it at their own will. Findings revealed that it is not a culture that the best employees are recognised. It was observed that all employees of Centenary Bank get paid on time, just as it is in line with the reward policy of the organization. It was observed that they are not paid for any extra responsibilities; the salary they earn is a consolidated figure. It was recommended that: there is need for Centenary Bank to come up with clear promotion procedures and guidelines that will guide employees on how they can be promoted to higher levels of responsibility. A system that rewards high performance and discourages low and mediocre performance should be put in place to include various rewards such as financial rewards, public acknowledgments, promotions, greater work responsibilities. There is need for Centenary Bank to pay more attention to democracy in all departments. The employees must be allowed to decide on issues that directly affect them.

CHAPTER ONE

INTRODUCTION

1.1 Introduction

The study examined Motivation and employee performance, Centenary Bank Uganda will be taken as the case study. Motivation is conceived as the independent variables and employee performance as the dependent variable. The management of people at work is an integral part of the management process. To understand the critical importance of people in an institution is to recognise that the human element and the organisation are synonymous. Armstrong (2005) Some managers do not appreciate the fact that employees have to be motivated to put in their best so that the goals and objectives of the organisation can be achieved. As a result of the prevailing economic and labour market situation in Uganda; whereby supply of labour is greater than its demand, some employers do not believe in effective motivation of workers in producing high performance.

They even uphold the view that if workers are not properly motivated they cannot leave the job since there is scarcity of jobs in the labour market. Besides, some employers are not effective in their leadership behaviour. They tend treat workers as machines believing that issues concerning workers should be handled with levity. The objective of this study is to examine the relationship between Motivation and employees' performance in Centenary Bank; and to make recommendations on how employees could be effectively motivated in both the public and private sectors for result-oriented performance and national development.

This chapter presents the background to the study, statement of the problem, study objectives, study hypotheses, research questions, scope and significance of the study. In addition also is the

conceptual framework that contains the variables under study, which have been operationally defined.

1.2 Background to the Study

The background is presented under four perspectives notably the historical, theoretical, conceptual and contextual.

1.2.1 Historical Background

This sub section traces the history of motivation and employee performance. The concept of motivation can be traced from ancient Greeks; Socrates, Plato and Aristotle. Plato believed in a hierarchy organized such as dietary component, the emotional and the rational. Aristotle, for more than twenty years continued to affirm the hierarchy spiritual. However he used different reforms which were different from his original belief Harter (1981). He believed that those dietary and emotional components are relevant to the body and part of the concept of motivation. They can prepare some sensors like growth, physical comfort (food) and some sensory experiences such as pain and pleasure (emotional). These two parts together were basis of the irrational motivation force. The logic section was including all rational aspects of soul such as intellectual concept and some voluntary features. The ancient Greeks presumed three components; the body's desires pleasures and pains (senses and efforts of will and spirit) in a hierarchical arrangement for the first theoretical justification of the motivational activities (International Manual of Humanities, Vol 3, 2013)

In the modern era after the Renaissance, René Descartes distinguished between inactive and active aspects of motivation. Descartes believed in that body is an inactive factor of motivation, while will is an active factor of motivation (Deci, 1975). Body has a physical and mechanical nature with nutrition desires that answer to those desires by senses and physiological reflects to

external environment. (If you wanted to understand physical motivations, physiological analysis must be used). The mind has mental, moral and intellectual nature which has purposefulness will. Therefore will always is a force of motivation. Descartes devoted motivation exclusively to the will of man for a first time (Deci, 1975). He provided the first great theory of motivation for philosophers (Deci 1975). According to Freud (1900-1930), there are psychological needs or instincts that arise from the Id. People are driven to satisfy these needs, reach a state of homeostasis. If there is no socially acceptable way to satisfy the need, the ego must plan an alternate strategy or suppress the need.

Deci and Ryan (1975) argue that people have three innate psychological needs; a need for competence, autonomy and relatedness. Intrinsic motivation develops out of these needs. When people feel competent (challenged and able to conquer challenge), autonomous (free to set goals and choose behaviors) and self- determined (internal locus of casualty), they will freely seek what interests them.

The relationship between employee motivational strategies and employee performance has long attracted management scholars and psychologists' interests, dating back to the early years of the twentieth century (Wiley, 1995). The Hawthorne studies in 1927 by Elton Mayo for example approached employee motivation from physical environmental changes of room temperature, humidity, and illumination levels, and how they would improve employee performance where it was found out that output continued to increase even as illumination decreased, (Smith Woodward 1996). The Hawthorne studies eventually showed that complex variables of paying attention to workers, workers' control over own work, differences between individuals' needs, the willingness of managers to listen, group norms, the different feedback made the difference in

motivating people and enhancing their performance(Wiley, 1995). The Hawthorne experiment was then adopted by manager in the development of conducive working environment and effectiveness in structuring of jobs to motivate employees for improved performance (Smith and Woodward, 1996).

Traditionally, motivation has been defined by the two dimensions that comprise it namely, energy and direction (Deci, 1980, Deci and Ryan, 1985, Roberts, 1992). The energy dimension of motivation is the driving force behind someone's effort and persistence during engagement in a particular activity. Direction of motivation determines the area or field of interest in which that effort is projected. Both are necessary elements of a complete motivational act. Energy without direction has no purpose, and direction with energy results in a state of motivation.

Malcom (2001) interest in employee performance stems from the 19th Century when management picked interest in enhancing employee performance. Quality which accounts for work and customer satisfaction was the talk of the 19th Century. Employers paid attention to staff performance, efficient, and ensured that there were low turnover rates.

1.2.2 Theoretical Background

The study was underpinned by the "Equity Theory" by John Stacey Adams. John Stacey Adams, a workplace and behavioral psychologist, put forward his Equity theory on job motivation in 1963 (Hardee, 2013). There are similarities with Charles Handy's extension and interpretation of previous simpler theories of Maslow, Herzberg and other pioneers of workplace psychology, in that the theory acknowledges that subtle and variable factors affect each individual's assessment and perception of their relationship with their work, and thereby their employer (Hardee, 2013).

Assumptions: the Equity theory explains relational satisfaction in terms of perceptions of fair/unfair distributions of resources within interpersonal relationships. Adams called personal

efforts and rewards and other similar 'give and take' issues at work respectively 'inputs' and 'outputs'. Inputs are logically what we give or put into our work (Rede, 2012). Outputs are everything one takes out in return. The theory emphasizes that what people put into their work includes many factors besides working hours, and that what people receive from their work includes many things aside from money (Rede, 2012). For example, equity theory explains why people can be happy and motivated by their situation one day, and yet with no change to their terms and working conditions can be made very unhappy and demotivated, if they learn for example that a colleague (or worse an entire group) is enjoying a better reward-to-effort ratio. Importantly we arrive at our measure of fairness - Equity - by comparing our balance of effort and reward, and other factors of give and take - the ratio of input and output - with the balance or ratio enjoyed by other people, whom we deem to be relevant reference points or examples ('referent' others).

According to Adams (2014), anger is induced by underpayment inequity and guilt is induced by overpayment equity. Payment whether hourly wage or salary, is the main concern and therefore the cause of equity or inequity in most cases. In any position, an employee wants to feel that their contributions and work performance are being rewarded with their pay (Edena, 2013). If an employee feels underpaid then, it will result in the employee feeling hostile towards the organization and perhaps their co-workers, which may result in the employee not performing well at work anymore. It is the subtle variables that also play an important role in the feeling of equity. Just the idea of recognition for the job performance and the mere act of thanking the employee will cause a feeling of satisfaction and therefore help the employee feel worthwhile and have better outcomes (Zerte, 2012).

In relation to this study, employees must be fairly paid for the day's work. Employee wants to feel that their contributions and work performance are being rewarded with their pay. The equity theory explains why people can be happy and motivated by their situation one day, and yet with no change to their terms and working conditions can be made very unhappy and demotivated. The theory explains the relational satisfaction in terms of perceptions of fair/unfair distributions of resources within interpersonal relationships. Performance cannot be enhanced when the work environment is poor. Good interpersonal skills are required for the achievement of organizational goals.

1.2.3 Conceptual Background

“Motivation” according to Sertain (2011), is the giving of a token of appreciation to an individual for the good work done. Pigors and Myers (2011) “motivation” is looked at as a process that provides a wage payment that is related to the effort expended or the contribution made by the worker. “Motivation” is a process that arouses, directs and maintains human behavior towards attaining some goal (Sertain, 2011). For purposes of this study, “motivation factors” refers to both intrinsic and extrinsic motivators. “Intrinsic motivation” refers to doing an activity for inherent satisfaction rather than for some separable consequences (Pigors and Meyers, 2011). For purposes of this study, “intrinsic motivators” included promotion, responsibility, recognition, personal, growth/achievement and career advancement

“Extrinsic motivation” refers to engaging in an activity for instrumental reasons; examples of such are verbal reinforcement's rewards or grades/ promotion (Gibbins, 2004). For purposes of this study, extrinsic motivators included job security, physical working conditions, company policies, salaries and management support. Intrinsic rewards refers to the satisfaction one gets from the job itself. These satisfaction are self-initiated rewards such as having pride in one's

work, having a feeling of accomplishment or being part of a team (Gibbins, 2004). Extrinsic rewards may include promotions, and fringe benefits. Their common thread is that extrinsic rewards are external to the job and come from an outside, mainly, management (Gibbins, 2004). For purposes of this study, refers to intrinsic motivators included promotion, responsibility, recognition, personal, growth/achievement and career advancement. For purposes of this study, extrinsic motivator refers to job security, physical working conditions, company policies, salaries and management support.

“Performance” is defined by Cox (2009) as the extent to which employees’ interests and values are congruent with the company i.e. employees think of themselves as belonging to the organization and derive value from their membership. “Staff performance” refers to the output in terms of quantity and quality that helps the organization to realize its set objectives. In other words performance can be measured by traits, behaviors’ and/or outcomes (Bratton and Gold, 2003). For purposes of this study “employee performance” was measured in terms of the indicators of performance which are meeting deadlines, quality of work done, quantity of work done, cost and client’s satisfaction

1.2.4 Contextual Background

Centenary Bank is a profit organization that started as a Microfinance Institution and later transformed into a Bank in 1998. Its core mandate is to strengthen offer affordable banking services to the general public (Centenary Bank Report, 2016). Much as Centenary Bank is trying to motivate its workers intrinsically and extrinsically, the employee benefits at Centenary Bank are still dissatisfactory leading to reduced levels of employee motivation. This has led to a decline in employee performance in terms of cost, time of accomplishing duties and quality of

work done. The employees have time and again complained about the poor remuneration of staff. The staff have a feeling that what is paid is not commensurate to the services rendered to the Bank (Ssenoga, 2014).

Low employee motivation is reflected in the deteriorating standards of professional conduct such as absenteeism and poor task preparation. Despite the Bank management's effort to improve on the employees' conditions of service in response to the recommendations made by Ministry of Gender, Labour and Social Welfare, the morale of employees and commitment to their work is still dissatisfactory (Centenary Bank Annual Report, 2015). There is growing concern over low employee motivation in Centenary Bank due to poor fringe benefits, poor employee recognition and absence of study leave grants (Kiyaga, 2015). The Chairman Centenary Bank cited poor time management and declining work quality as some of the gaps in research institutions in the country that are yet to be bridged with respect to employee performance in the institution (Centenary Bank Report, 2016). Whether the existing gaps as far as motivation extrinsically and intrinsically is concerned are contributing to declining staff performance was the question subject to debate in this study hence prompting the study.

1.3 Statement of the Problem

Centenary Bank lays emphasis on strengthening banking in Uganda. The core values of Centenary Bank are caring, integrity, excellence, innovation, team work and accountability. Centenary Bank recognises the importance of having a well-motivated staff. To this end, the institute gives its bankers more autonomy to execute their tasks, and utilizes partnerships and innovative programs for its employees (Nakumbi, 2011). In addition, bankers and other workers

have been offered improved work environments, useful in service training, involvement in decision making and acting on workers' suggestions.

All these efforts are designed to empower employees and achieve a higher motivation there by resulting in improved employee performance. Despite these efforts, there is evidence suggesting that Centenary Bank staffs are performing below the expected level in terms of quality of output, efficiency, effectiveness and timeliness 30% of employees in different branches failed to meet their deadline, their was 13.5% decline in the quality of work, Quantity of work per employee also decreased by 11.2%, their was 35% increase in customer complains (Annual Report of 2015) Whether the existing gaps as far as motivation extrinsically and intrinsically is concerned are contributing to declining employee performance is the question subject to debate in this study hence prompting the study. Many inequities exist and employees are demotivated.

Many employees who feel their work is not being appreciated are resorting to working less hours and others are undervaluing the work of other employees. The above scenarios indicate failure of existing systems. Yet, not much linkage has been done empirically to demystify the proposition surrounding motivation strategies at Centenary Bank and this has created a knowledge gap. The researcher, therefore, aimed at investigating the relationship between motivation and employee performance at Centenary Bank.

1.4 Purpose of the Study

The purpose of the study was to examine the relationship between Motivation and employee performance at commercial banks in Uganda, Centenary Bank was taken as the case study.

1.5 Objectives of the Study

The study was premised on the following research objectives:

1. To examine the relationship between intrinsic motivators and employee performance at Centenary Bank
2. To establish the relationship between extrinsic motivators and employee performance at Centenary Bank
3. To find out the moderating effect of management style on the relationship between motivation and employee performance at Centenary Bank

1.6 Research Questions

The study answered the following questions

1. What is the relationship between intrinsic motivators and employee performance at Centenary Bank
2. What is the relationship between extrinsic motivators and employee performance at Centenary Bank
3. What is the moderating effect of management style on the relationship between motivation and employee performance at Centenary Bank

1.7 Research hypotheses

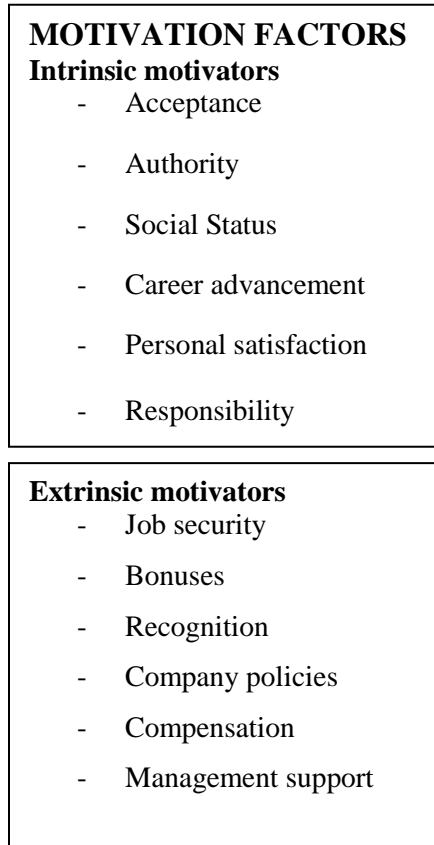
The study tested the following research hypotheses

1. There is no relationship between intrinsic motivators and employee performance in commercial banks in Uganda
2. There is no relationship between extrinsic motivators and employee performance in commercial banks in Uganda
3. There is no significant moderating effect of management style on the relationship between motivation and employee performance in commercial banks in Uganda

1.8 Conceptual Framework

The section presents the conceptual framework adopted for the study. This is the scheme of concept that was operationalised in order to achieve the set objectives. It is the hypothesized model identifying the concepts under the study and their relationships (Basalirwa, 2006).

INDEPENDENT VARIABLE



DEPENDENT VARIABLE

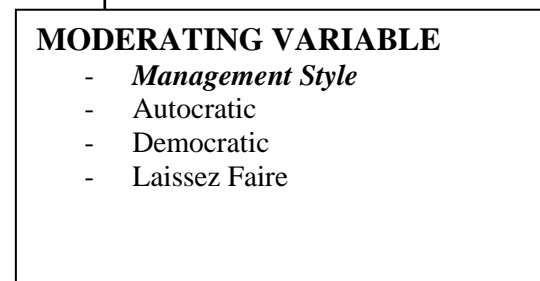
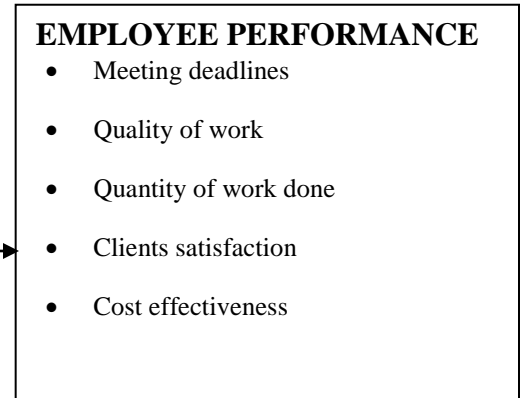


Figure 1: A conceptual framework illustrating the relationship between Motivation and employee performance

Source: Adopted from Source: Adopted from Armstrong (2006) Human Resource Management manual (modified by the researcher)

This conceptual framework in figure 1 explains the relationship between the independent variable (motivation) and the dependent variable (employee performance). Motivation referred to extrinsic and intrinsic motivators. Intrinsic motivators included acceptance, responsibility,

authority, personal satisfaction, Social Status, growth/achievement and career advancement. Extrinsic motivators included job security, physical working conditions, company policies, compensation and management support. The dependent variable is employee performance was measured in terms (the indicators of performance) which are meeting deadlines, quality of work done, quantity of work done, cost and clients satisfaction. The researcher is cognizant that the moderating variable interferes with the relationship between the independent and dependent variable, in this case the moderating variable is management style which makes the third objective. Management style was measured in terms of laissez faire, autocratic and democratic management styles.

The Equity theory explains relational satisfaction in terms of perceptions of fair/unfair distributions of resources within interpersonal relationships. Adams called personal efforts and rewards and other similar 'give and take' issues at work respectively 'inputs' and 'outputs'. Inputs are logically what we give or put into our work (Rede, 2012). Outputs are everything one takes out in return. The theory emphasizes that what people put into their work includes many factors besides working hours, and that what people receive from their work includes many things aside from money (Rede, 2012). For example, equity theory explains why people can be happy and motivated by their situation one day, and yet with no change to their terms and working conditions can be made very unhappy and demotivated, if they learn for example that a colleague (or worse an entire group) is enjoying a better reward-to-effort ratio. According to Adams (2014), anger is induced by underpayment inequity and guilt is induced by overpayment equity. Payment whether hourly wage or salary, is the main concern and therefore the cause of equity or inequity in most cases.

1.8 Significance of the Study

The results of the study may be used in policy formulation and implementation by the management of Centenary Bank. The study may, stimulate interest in areas of remuneration among organizations and the general public. The study may give the researcher a more practical analytical insight relating theory to practice. In this regard, the study may broaden the researcher's knowledge on motivation in research institutions in Uganda.

It is hoped that the study may highlight workable interventions on motivation. It may also inform the ongoing policy debates on salary increments of employees. The findings may bring more insight to policy makers to come up with proper mechanisms that may help foster the improvement of the motivation strategies in research institutions in Uganda. The research may act as a foundation to indicate areas of further research to subsequent scholars.

1.9 Justification of the Study

Much as Centenary Bank is trying to motivate its workers intrinsically and extrinsically, the employee benefits at Centenary Bank are still dissatisfactory leading to reduced levels of employee motivation. The decline in employee performance is reflected by the declining effectiveness and efficiency. The growing performance gaps prompt this study hence making the study urgent.

1.9 Scope of the study

The scope is divided into three perspectives as presented below

1.9.1 Geographical scope

The study was carried out in Kampala at 4 Centenary Bank Branches in Kampala including the Head Office. The four Branches are Centenary Bank Kireka, Centenary Bank Entebbe Road, Centenary Bank Nakivubo and Centenary Bank Kansanga.

1.9.2 Content scope

The study examined the relationship between Motivation and employee performance of Centenary Bank. Motivation is the independent variable and employee performance is the dependent which was measured in terms of meeting deadlines, quality of work done, quantity of work done, cost and client's satisfaction

1.9.3 Time scope

The study focused on the period 2009-2015 because this is the period when Centenary Bank has raised concern over the employee performance (Kabumba, 2014).

1.10 Definitions to Key Terms and Concepts

Motivation is a process that arouses, directs and maintains human behavior towards attaining some goal. For purposes of this study motivation refers to both intrinsic and extrinsic motivators.

Intrinsic motivation refers to doing an activity for inherent satisfaction rather than for some separable consequences. For purposes of this study, intrinsic motivators included promotion, responsibility, recognition, personal, growth/achievement and career advancement

Extrinsic motivation refers to engaging in an activity for instrumental reasons; examples of such are verbal reinforcement's rewards or grades/ promotion. For purposes of this study, extrinsic motivators included job security, physical working conditions, company policies, salaries and management support.

Employee Performance is defined as the act of performing; of doing something successfully; using knowledge as distinguished from merely possessing it; a performance comprises an event in which generally one group of people (the performer or performers) behave in a particular way

for another group of people. For purposes of this study employee performance refers to meeting deadlines, quality of work done, quantity of work done, cost and client's satisfaction

1.12 Chapter Conclusion

This chapter reviews the concepts of Motivation and employee performance. The aim, problem statement, objectives, research questions, hypotheses, conceptual framework, significance of the study and scope were discussed in this chapter. The parameters of the study scope and limitations were also highlighted in this chapter. The next chapter provides an overview of the literature on Motivation and employee performance.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents a review of literature on Motivation and employee performance. The presentation of this chapter begins with the theoretical review, review of related literature and the summary of the literature reviewed. Earl-Babbie (2013), states that the word 'review' in 'literature review' means that one should summarize the broad content of the research study and also indicate clear ties to other studies in the field. This chapter also presents a discussion of literature on theories that will underpin the study and a review of literature about other studies carried out on Motivation and employee performance. The literature is presented in relation to the objectives of the study. This chapter further presents the identified research gap, which the study seeks to address. The literature reviewed is from journals, textbooks, working papers, dissertations and internet websites.

2.2 Theoretical review

This section brings out the arguments of the different theories on the relationship between Motivation and employee performance.

2.2.2 Equity Theory

Equity Theory assumes that relational satisfaction in terms of perceptions of fair/unfair distributions of resources within interpersonal relationships. Adams called personal efforts and rewards and other similar 'give and take' issues at work respectively 'inputs' and 'outputs'. People can be happy and motivated by their situation one day, and yet with no change to their terms and working conditions can be made very unhappy and demotivated, workers learn for example that

a colleague (or worse an entire group) is enjoying a better reward-to-effort ratio, they will equally want to earn the same. The pay or salary structure should be appropriate and reasonable. It must be equal and competitive to those in the same industry in the same domain. The employees should be praised and recognized for their accomplishments by the managers. The work itself should be meaningful, interesting and challenging for the employee to perform and to get motivated.

According to Adams (1965), anger is induced by underpayment inequity and guilt is induced with overpayment equity (Spector 2008). Payment whether hourly wage or salary, is the main concern and therefore the cause of equity or inequity in most cases. In any position, an employee wants to feel that their contributions and work performance are being rewarded with their pay. If an employee feels underpaid then it will result in the employee feeling hostile towards the organization and perhaps their co-workers, which may result in the employee not performing well at work anymore. It is the subtle variables that also play an important role in the feeling of equity.

In relation to this study, employees must be fairly paid for the day's work. Employee wants to feel that their contributions and work performance are being rewarded with their pay. The equity theory explains why people can be happy and motivated by their situation one day, and yet with no change to their terms and working conditions can be made very unhappy and demotivated. The theory explains the relational satisfaction in terms of perceptions of fair/unfair distributions of resources within interpersonal relationships

2.3 Motivation and Employee Performance

Rajput (2011), contends that the word motivation is derived from a latin word “Movere” which literally means “to move”. They defined motivation as “the individual’s desire to demonstrate the behavior and reflects willingness to expend effort”. Motivation can be divided into extrinsic and intrinsic motivation. Extrinsic motivation refers to external factors, which can be measured in monetary terms, such as salary and benefits, promotion and disciplinary action. Extrinsic motivators can have an immediate and powerful effect, but it will not necessarily last long. Intrinsic motivation refers to internal factors such as social status, acceptance, power, responsibility, freedom to act, scope to use and develop skills and abilities and challenging work and opportunities for development. Intrinsic motivators are concerned with the quality of working life are likely to have a deeper and longer term effect. These two different aspects of motivation are connected to each other and cannot be seen in isolation

Motivation refers to “the reasons underlying behavior” (Guay, 2010). He broadly defined motivation as “the attribute that moves us to do or not to do something”. Intrinsic motivation is motivation that is animated by personal enjoyment, interest, or pleasure. As Deci (1999) observe, “intrinsic motivation energizes and sustains activities through the spontaneous satisfactions inherent in effective volitional action. It is manifested in behaviors such as play, exploration, and challenge seeking that people often do for external rewards” . Researchers often contrast intrinsic motivation with extrinsic motivation, which is motivation governed by reinforcement contingencies. Traditionally, educators consider intrinsic motivation to be more desirable and to result in better learning outcomes than extrinsic motivation (Deci, 1999). Motivation involves a constellation of beliefs, perceptions, values, interests, and actions that are all closely related. As a

result, various approaches to motivation can focus on cognitive behaviors (such as monitoring and strategy use), non-cognitive aspects (such as perceptions, beliefs, and attitudes), or both. For example, Gottfried (1990) defines academic motivation as “enjoyment of school learning characterized by a mastery orientation; curiosity; persistence; task-endogeny; and the learning of challenging, difficult, and novel tasks” . On the other hand, Turner (1995) considers motivation to be synonymous with cognitive engagement, which he defines as “voluntary uses of high-level self-regulated learning strategies, such as paying attention, connection, planning, and monitoring”.

2.3.1 Intrinsic Motivation and Employee Performance

Similarly, Linnenbrink and Pintrich (2002) in their study on motivating workers in Universities in Zimbabwe, offer a model on the relationship between intrinsic motivators and cognition that incorporates students’ prior achievement, social aspects of the learning setting, motivational variables (e.g., expectancies and values), and cognitive variables (background knowledge, learning strategies, metacognition, and self-regulation). This model depicts motivation as both affecting and being affected by cognition, and both of these are, in turn, affected by social context. The model also portrays cognition and motivation as affecting academic engagement and achievement. In contrast, those working in the field of motivation argue that its importance as an educational outcome stems from its relationship to achievement and performance in a variety of domains.

Gottfried (2015) in his thesis on intrinsic motivators in non-government organisations also found a relationship between motivation and achievement, but she maintains that the causal relationship works in the opposite direction. Similar to results from other studies, Gottfried found

that elementary-age children with higher academic intrinsic motivation tend to have higher achievement and IQ, more positive perceptions of their academic competence, and lower academic anxiety. However, in Gottfried's study, early achievement more strongly predicted later motivation than the reverse. Whereas motivation was mildly correlated with later achievement, the strongest correlations were between achievement at ages 7 and 8 and motivation at age 9, such that high achievement at an early age was associated with high motivation at a later age. Similarly, high IQ at ages 7 and 8 is predictive of high motivation at age 9. However, Gottfried speculates that motivation may be predictive of achievement in the longer-term through one of two possible mechanisms.

According to Greenberg and Baron (2010) intrinsic motivators may or may not enhance the employee's financial wellbeing. If it does, then this is directly through wages, bonuses, profit sharing, and the like or indirectly through supportive benefits such as pension plans, paid vacations, paid sick leaves and purchase discounts. Thus, student motivation is viewed as a necessary precondition for the exercise of critical thinking skills and abilities. Similarly, Baron (2015) notes that a person's propensity or disposition to demonstrate higher-order thinking relates to his or her motivation. Baron (2015) argues that effort and persistence are two of the principle dispositions that support critical thinking. Paul (2013) maintains that perseverance is one of the "traits of mind" that render someone a critical thinker. Thus, motivation appears to be a supporting condition for critical thinking in that unmotivated individuals are unlikely to exhibit critical thought.

Young (2010), in her article on motivation strategies notes that satisfaction is got from the job itself is intrinsic. These satisfactions are self-initiated rewards, such as having pride in one's work, having a feeling of accomplishment or being part of a team. The techniques of flex time, job enrichment, shorter work weeks and job rotation, can offer intrinsic rewards by providing interesting and challenging jobs and allowing the employee greater freedom. The rewards that the organization allocates can be said to be based on either performance criteria or membership criteria. While managers in most organisations will vigorously argue that their reward system pays off for performance. Few organisations actually rewards employees based on performance. However, without question, the dominant basis for rewards allocation in organization is membership.

Another strategy for fortifying student motivation is the use of collaborative or cooperative learning methods (Guthrie, 2014). In fact, Guthrie (2014) argues that motivation is one of the potential mediating processes whereby cooperative learning affects achievement. According to Guthrie (2014), peer encouragement may improve task engagement, and the novelty of collaborative learning tasks. According to this perspective, working with others is a way of enhancing situational interest that can ultimately trigger personal or individual interest. As Guthrie (2014) notes, collaboration provides opportunities for students to experience disequilibrium, which can spur curiosity and interest.

Non-financial rewards like public and non-public praise, honorary titles, expanded job responsibilities, paid and unpaid sabbatical leaves, monitoring programs and hundred percent tuition reimbursements are appreciated by many employees (Grandjean, 2004). Further, Gomez asserts that many employees appreciate over recognition for excellent performance. The same

view is held by Wielman (2003), who asserts that employees can express their loyalty and work harder for an organization on the assumption that employers will recognize and value their past, present and future contribution. The low performance of Centenary bank staff could therefore be a result of lack of recognition for the excellent work done.

Bennet(2012), found out that work can directly affect employee mental health. Mental health at work refers to workers' sense of psychological, physical and emotional wellbeing or ill-being at work. Bennet (2012) used the findings of the study conducted by the Chair in Occupational Health and Safety Management at Universite Laval and among the factors cited as causes of work distress, lack of employee recognition came second, right behind overwork. In short, the lack of employee recognition may be considered as a leading risk factor for high psychological distress at work. It was, however, not categorically made clear by Brun and others, whether work distress affects the performance of workers. The researcher notes that the findings of the study are generalized and yet the current study is specifically on Centenary Bank workers, thus leaving a research gap that needs to be bridged by this study.

Hersey and Blanchard (2016) found out that recognition of employees is important if employee performance is to be boosted. They reported that extensive studies showed that money is so complicated an incentive that is entangled with kinds of needs besides physiological ones and its importance is difficult to ascertain. They also observe that the ability of a given amount of money to satisfy seems to diminish as one moves from physiological and safety needs to other needs on the hierarchy. That is, as one becomes concerned about esteem, recognition and eventually self-actualization, money becomes a less appropriate tool to satisfy these needs and therefore, less effective. The researcher noted that Hersey and Blanchard only identified the need

for recognition, but did not relate them to employee performance thus leaving a research gap that this study will fill.

Gibbons (2014) carried out a study on Mary Kay Cosmetics Company where he observed that the staff was motivated by recognizing their achievements during an annual sales rally. High achievers were assembled where a crowning ceremony was done and win trips, cars, jewelry and other prizes were dished out to employees for their hard work. The high achievers were internally driven as long as the jobs they were doing provided them with responsibility, feedback and moderate risks (Robbins, 1996). In filling the gap, it is important to talk about how intrinsic motivators can stimulate effort and lead to the achievement of the desired goals. The current study found out whether best performers and achievers are regularly recognized by management of Centenary Bank. Again, no mention was made of performance, thus leaving research gaps.

According to Gibbons (2014), employee recognition is a source of motivation and satisfaction. When employees believe they have a well-defined place within the organization and their contribution is fully appreciated, they are more apt to dedicate themselves to their work and feel motivated to do their best. Rewards drives action, in some sense, and determines work behavior. Recognition also fosters a feeling of competency and gives employees a certain sense of satisfaction. By contributing to employees' satisfaction and motivation, recognition has a positive impact on company productivity and performance. The researcher is of the view that Gibbons (2014), however, did not relate recognition to performance of employees which was the central focus in this study.

Reason (2010) notes that employee recognition can take various forms namely; spoken, written, material, or symbolic. Employee recognition can promote identity development by putting

individuals in a positive light and acting as a catalyst for personal growth. Employee recognition also helps make work meaningful, giving it a renewed sense of dignity and the ability to be a source of pleasure and satisfaction. More than the completion of tasks for financial reward, work becomes a source of meaning. Indeed recognition of employees at work place helps to reinforce employees' sense of personal skill and self-esteem. A daily expression of gratitude and appreciation by the employer helps employees to see themselves in a positive light and understanding the value the organization attaches to their efforts. Reason (2010) investigated the research problem using a grounded theory approach compared to the study which adopted a descriptive research design.

2.3.2 Extrinsic Motivation and Employee Performance

Maslow (1954) observed that human beings have an internal need pushing them to self-actualization and superiority but that before meeting such high level needs it is imperative that the basic needs are first satisfied. Macswain (2014) in the study: "Non-salary incentives as viewed by managers", with the aim of generating a list of non-salary incentives, found out that employees had certain preferences and the list contained among others, free fuel for personal car, half school fees for siblings, a day off and planning time. The researcher notes that through provision of incentives (fringe benefits) to the employees, the employer is able to satisfy his desires and this acts as motivators towards improved performance. Not always that an employee is granted benefits in the companies he/she work for. Macswain carried out the study in USA not Uganda, and his study generated a list of fringe benefits without relating them to performance. The gaps left will be bridged by the proposed study using the case study of Centenary Bank.

Mitchell (2011) in his study on the theories of motivation observed that incentives cause individuals to contribute their efforts to the organization and those different individuals are motivated by different incentives. He argues further that material incentives alone are very weak motivators as compared to those of personal non-material nature. Non-material incentives such as chances of promotion, prestige or status, recognition, prospects for professional growth and career development through further training could be better motivators. However, Mitchell (ibid) correlated Human Resource Management practices with performance and yet the proposed study will correlate Human Resource Management practices with employee retention. In creating a nexus between the two studies, this study correlated motivation and employee performance and on the other hand, inferential statistics was adopted compared to descriptive statistics that was adopted in analyzing the data in the earlier study.

Effective recognition enhances employee motivation and increases employee productivity all of which contribute to improved organisational performance (Gibbins, 2014). Baron (2013) argues that there is a close relationship between motivation and job performance. He notes that if successful performance does in fact lead to organisational rewards, such performance could be a motivational factor for employees. Under such conditions, they can see that their efforts result in rewards. Consequently, they may be motivated to exert higher levels of effort on the job. In summary, there is a reciprocal relationship between the two constructs, not only can motivation influence performance, but also that performance if followed by rewards can influence motivation

According to Antomioni (1999), “the amount of effort people are willing to put in their work depends on the degree to which they feel their motivational needs will be satisfied. On the other hand, individuals become de-motivated if they feel something in the organisation prevents them from attaining good outcomes. It can be observed from the above definitions that, motivation in general, is more or less basically concern with factors or events that moves, leads, and drives certain human action or inaction over a given period of time given the prevailing conditions. Furthermore the definitions suggest that there need to be an” invisible force” to push people to do something in return.

Gibbins (2014) posits that “Good managers recognise people by doing things that acknowledge their accomplishments and they reward people by giving them something tangible. Formal reward programmes, which denote financial rewards such as salary, fringe benefits, bonuses, promotions or share options play a significant role, but employees look at these as intrinsic motivators. In addition to this, people expect that their organisation should offer good benefits, inter alia, access to medical aid and pension funds. Gibbins (2014) further notes that effective reward management can help an organisation to achieve its business objectives by attracting and retaining competent people. However, the factors that prove to employees that their contributions are recognised, lies in a more informal approach for example using monetary incentives to motivate the employees

Kepner (2011) emphasizes that monetary incentives are key to arousing commitment to a job. Monetary incentives include profit sharing, project bonuses, stock options and warrants, scheduled bonuses and additional paid vacation time. Traditionally, these have helped maintain a

positive motivational environment for associates. Monetary incentives for purposes of this study focused on salary, advance and wages.

Daya (2009) in his work titled personnel/human resources management, unionization, and strategy determinants of organizational performance maintains that monetary rewards mean remuneration or payment for services or work done by an employee. In view of the above definitions, it is evident that monetary rewards are commonly used to mean salary or wages, emoluments and compensation.

Rusbult (2009) in his article titled modes of theorizing in strategic human resources management: tests of universalistic, contingency, and configurationally performance prediction emphasize the importance of benefits to performance of staff. They observed that absence of adequate rewards is one of the main factors contributing to the poor performance of employees. Mitchell (2011) affirms that employee benefit increase work commitment to the organization and reduce the tendency to think about other job opportunities. Kiggundu (2016) noted that money is especially weak as an incentive. When it comes to encouraging employees to think creatively, it should therefore be accompanied by benefits/incentives. Armstrong (2015) argues that if an organization is to gain from the productivity of its employees, there must be a fair deal concerning pay and benefits.

2.3.3 Management Style and Employee Performance

In a study carried out by Fretweell (2004) on Strategic Human Resource Management: A Review of the Literature and a Proposed Typology revealed discontent with the management style and

traditional attitudes of top management who took things for granted. Good work and high quality performance were not often recognized. The old style and culture of passive interaction still persisted especially in ministries and other government organizations where some top management was referred to as old guards who had not really changed. Lack of recognition is not always a direct consequence of the presence of old values and traditional management styles.

Bennet (2002) on the other hand indicated that poor human resource management seriously demotivates employees. Employee management at the national and sub national levels are nothing short of chaotic in many countries. In most of Africa, for almost all administration regarding teacher management, one notes a lack of clear rules which tend to generate conflict, power vacuum, and overlap and duplication of effort. None of the studies reviewed considered a moderating effect of management style on the relationship between motivation factors and employee performance in a project set up.

Beynon (2002) in his study on competitive Advantage: Strategy & Human Resources Performance effectiveness notes the leadership style used by an administrator is important. The task of a leader in the organization in this case will be to nurture the roots of organizational values, which consists of nothing but a basic human aspiration, that is, the will to give (Beynon, 2002). The essence here is that leadership style is the methodology to be used in according responsibility, however the challenge that lays in this aspect is that, only giving power to the subordinates may not be wise enough since delegation, empowerment and specialization are calculated risks. Therefore in the perspective of this study such elements as what types of

situations require which leadership style that will effectively motivate employees is a big question that this study attempted to answer.

Robert (2005), reported that the manager job is to ensure the work done through employees are satisfied and the employees are self-motivated towards their work rather than just being directed. The manager's involvement is not so much important in the motivation of employees. The employees should motivate themselves to work hard. The leader's ability to lead is contingent upon various situational factors, including the leader's preferred style. Contingency theories to leadership support a great deal of empirical freedom to leadership (Gibbins, 2004).

Many researchers have tested it and have found it to be valid and reliable to explaining how effective leadership can be achieved. It emphasizes the importance of focusing on inter personal relationships between the leader's style and the demands of various situations and employees. It carries the belief that the most effective leadership style depends on the ability to allow some degree of freedom to employees in administering the entity. The problem with the above in the African context is that laissez-faire has been hardly practiced in totality due to the interference of politics and well as North house believes in it, what he does not explore satisfactorily is the major applicable points of this style, something the researcher intended to explore.

In many institutions, managers have absolute power over staff and can influence decisions and plans, (Armstrong, 2005). The leaders often tell the workers to come along with him and should be a change catalyst. However leadership in the universities is characterized by a large workforce, this means that for a leadership styles to be effective, it should base on the

environment. The management styles will vary according to situation occurring in the organization, rather than the need to cause employees to perform. Therefore this calls for the leader's understanding of the organization and the people or his employees rather than relying on what should be done. It is unfortunate that the above authorities focus on the use of authoritative style in dilemmas like strikes, since this creates a mind set in individuals that automatically rejected the style.

2.5 Summary of the Reviewed Literature

The literature review above confirms that different scholars have conducted several studies to establish the correlation between Motivation and employee performance. However, a number of gaps have been identified as per the literature reviewed which this research bridged. Most of the studies on the subject like Gibbins (2014) were based on developed countries with a well-developed private education sector and public sector yet the proposed study centred on Uganda. Most studies were qualitative like that of Armstrong (2013) and do not guide us on the relationship between the study variables. None of the studies reviewed considered a moderating effect of management styles on the relationship between Motivation and employee performance in a project set up. Considering the above, the proposed study will focus on Motivation and employee performance.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This Chapter presents and describes the approaches and techniques the researcher used to collect data and investigate the research problem. These included the research design, study population, sample size and selection, sampling techniques and procedure, data collection methods, data collection instruments, data quality control (validity and reliability), procedure of data collection, data analysis and measurement of variables.

3.2 Research Design

A cross sectional survey design was adopted for this study because it provided a systematic description that is as factual and as accurate as possible (Amin, 2005). Using a cross sectional survey, data was collected from a cross section of respondents at a single point in time. Across sectional survey is less time consuming and easy to apply. The study also applied both quantitative and qualitative approaches. Amin (2005) noted that quantitative methods are more objective and help to investigate the relationships between the identified variables. This study also applied qualitative approaches which involved in depths probe and application of subjectively interpreted data. Qualitative researchers aim to gather an in-depth understanding of human behavior and the reasons that govern such behavior (Sekaran, 2003). Quantitative approaches was adopted in sampling, collection of data, data quality control and in data analysis.

3.3 Study Population

The population under study was 320 and included top administrators and employees of Centenary Bank. The researcher believes that this category of people is knowledgeable enough about her area of study. The researcher also chose the population above because it was possible for her to get the

necessary data for this research from such a population. The population was made up of respondents of both sexes (male and female).

3.4 Sample Size and Selection

The study was based on a sample size of 180 that was drawn from a population of 320. The sample size was selected based on the sample size table by Krejcie and Morgan (1970 pp. 607-610). Assert that where a total population is 320, a sample size 180 is sufficient.

Table 3.1: Population, Sample Size and Sampling Techniques

Category	Study population	Sample size	Sampling Techniques
Top administrators	20	20	purposive
Employees of Centenary Bank in selected Branches	300	160	Simple random
TOTAL	320	180	

Source: Centenary Bank HR Manual(2015)

3.4.1 Sampling Techniques and Procedure

Sampling was both done using random and non-random sampling techniques that are explained below. In this case purposive and simple random sampling was used

3.4.1.1 Probability Sampling

Probability sampling, or random sampling, is a sampling technique in which the probability of getting any particular sample may be calculated (Ragin 2011). The advantage of non-probability sampling is its lower cost compared to probability sampling. However, one can say much less on the basis of a non-probability sample than on the basis of a probability sample (Glenn-Firebaugh, 2008). Simple random sampling was adopted in sampling employees of Centenary Bank. According to Creswell (2009), simple random sampling ensures that every member has an equal

chance of being recruited into the sample. A sample frame was constructed and then the members were randomly sampled.

3.4.1.2 Non Probability Sampling

Non probability is a type of sampling that employs non randomness in selecting the sample. Non probability sampling techniques cannot be used to infer from the sample to the general population (Kothari, 2004). The study used purposive sampling techniques. Purposive sampling was adopted when sampling the top administrators. According to Bill (2011) purposive sampling enables a researcher choose participants of his own interest based on education and experience.

3.5 Data Collection Methods

Both primary and secondary data was obtained. In the current study, data was collected using two key methods: the questionnaire survey method and the interview method

3.5.1 Questionnaire Survey

A questionnaire is a research instrument consisting of a series of questions and other prompts for the purpose of gathering information from respondents. Although they are often designed for statistical analysis of the responses, this is not always the case. The researcher used the questionnaire survey because it was practical, large amounts of information can be collected, questionnaires data can easily be quantified, it is also a cheap way of collecting data, a large group of respondents is covered within a short time, it also allows in-depth research, to gain first-hand information and more experience over a short period of time (Kothari, 2004). The questionnaire was designed in a way that helped the researcher get information on study variables (Groves, Fowler, Couper, Lepkowski, Singer and Tourangeau, 2009). Survey methodology is both a scientific field and a profession, meaning that some professionals in the

field focus on survey errors empirically and others design surveys to reduce them (Earl-Babbie, 2013). The researcher used the questionnaire to explore issues on intrinsic motivators, extrinsic motivators, work place policies and employee performance. The questionnaire was administered to the 160 employees of Centenary Bank who were randomly selected.

3.5.2 Interview

An interview is a conversation between two or more people where questions are asked by the interviewer to elicit facts or statements from the interviewee (Creswell, 2009). Interviews were person to person verbal communication in which one person was interviewed at a time. Interviews were used because they have the advantage of ensuring probing for more information, clarification and capturing facial expression of the interviewees (Amin, 2005). In addition they also gave an opportunity to the researcher to revisit some of the issues that had been an over-sight in other instruments and yet they were considered vital for the study. Interviews were personal interviews conducted with a selected number of respondents. The researcher interviewed all the 15 top administrators of Centenary Bank who are purposively selected.

3.5.3 Documentary Review

In the secondary analysis of qualitative data, good documentation cannot be underestimated as it provides necessary background and much needed context both of which make re-use a more worthwhile and systematic endeavor (Kothari, 2004). Secondary data was obtained through the use of published and unpublished documents (Junker and Pennink, 2010). Various publications, magazines, newspapers, Centenary Bank reports, Centenary Bank human resource hand books, historical documents, and other sources of published information were reviewed by the researcher. According to Ragin (2011), secondary data can be helpful in the research design of

subsequent primary research and can provide a baseline with which the collected primary data results can be compared to other methods. According to Somekh and Lewin (2005), documents can be helpful in the research design of subsequent primary research and can provide a baseline with which the collected primary data results can be compared to other methods. The issues that were explored are indicated in the study objectives or as laid down in the independent and dependent variables of the study.

3.6 Data collection instruments.

The key data collection instruments used were the questionnaires, interview guide and documentary review checklist.

3.6.1 Questionnaire

A questionnaire is a reformulated written set of questions to which respondents record their answers, usually within rather closely defined alternatives. The questionnaire was used on the basis that the variables under study cannot be observed, for instance, respondents' views, opinions, perceptions and feelings. The questionnaire was equally used because the information had to be collected from a large sample in a short period of time yet the respondents could read and write (Sekaran, 2003). In this research, a self-administered questionnaire was used to draw information regarding the study. The researcher chose the questionnaire as an instrument because the study is virtually descriptive and the tool is an easy method of data collection. The questionnaire consisted of closed ended questions purely structured in nature whose variables were measured on a 5 point Likert scale (5 Strongly Agree, 4 Agree, 3 Not sure, 2 Disagree and 1 Strongly Disagree). The 5 point Likert scale is the most appropriate way to formulate the different questions for measuring different items from different variables. The questionnaire was divided into three sections. Section A contained the bio data and the consented to information,

section B which had 7 questions on each of the independent variable. Section C had 7 questions on the dependent variable. The questionnaire was self-administered with the aide of research assistants in a period of two weeks after which was collected for processing and analysis. The questionnaire was administered to the employees of Centenary Bank who were randomly selected. A copy of the questionnaire is appended in the list of appendices labeled appendix (i).

3.6.2 Interview Guide

The researcher conducted interviews. An interview is a dialogue between an interviewer and interviewee. It is an organized conversation aimed at gathering data about a particular topic. This is a method where a researcher interviews respondents to obtain information on the issue of interest. The researcher conducted interviews with 15 top administrators of Centenary Bank who were purposively sampled. Interviews were used because they have the advantage of ensuring probing for more information, clarification and capturing facial expression of the interviewees (Creswell, 2009). A copy of the interview guide is appended in the list of appendices labeled appendix (ii). The interview guide was unstructured containing questions on all variables of the study. The interview guide contains items on each variable. Interviews were used because they have the advantage of ensuring probing for more information, clarification and capturing facial expression of the interviewees (Creswell, 2009).

3.6.3 Documentary Review Check list

The documentary review list was used for purposes of reviewing documentary data. Documentary data was obtained through the use of published and unpublished documents. According to Groves, Fowler, Couper, Lepkowski, Singer and Tourangeau (2009), documents can be helpful in the research design of subsequent primary research and can provide a baseline

with which the collected primary data results can be compared to other methods. A copy of the documentary review checklist is appended in the list of appendices labeled appendix (iii).

3.7 Quality Control of Data Collection

Data quality control techniques ensured that data collected is valid and reliable; the instruments were first tested to ensure validity and reliability.

3.7.1 Validity

The key techniques to be used to establish validity of the instrument was expert judgment and content validity index. To establish validity qualitatively, the instruments were given to the 3 expert, 2 supervisors and senior staff of Centenary Bank to determine the relevance of the items in the tools. Amin (2005) on the other hand, emphasizes the use of the CVI to test the validity of the instruments. The validity of the instrument quantitatively was established using the Content Validity Index (CVI). This involved the expert scoring of the relevance of the questions in the instrument in relation to the study variables. The instruments that yield a CVI above 0.7 was within the accepted ranges.

Table 3.2: Content validity Index Results

Summary		Results	
		Test	Items
1	Variables		
	Intrinsic motivators	.827	6.0
	Extrinsic motivators	.805	6.0
	Management style	.784	7.0
	Employee performance	.721	5.0

Independent Variable: Motivation

Dependent Variable: Employee performance

Source: Primary Data (2017)

The Content Validity Index test was carried out and the test results revealed that intrinsic motivators had a validity result of .827, extrinsic motivators had a validity test result of .805, management style had a validity test result of .784 and lastly the dependent variable (employee performance) had a validity test result of .721. All the variables had results above the standard value of .70 (70%) which showed that all items in the instruments were valid.

3.7.2 Reliability

Qualitatively, the reliability of the instruments was established through a pilot test of the questionnaire to ensure consistency and dependability and its ability to tap data that would answer the objectives of the study. The results after entering data in statistical Package for Social Sciences. Quantitatively, reliability was established using the Cronbach's Alpha Reliability Coefficient test. Upon performing the test, if the values 0.7 and above, the items in the instrument were regarded reliable. Based on Cronbach's Alpha Coefficient, the scales for the variables was reliable. In the case of psychometric tests, must fall within the range of 0.7 above for the test to be reliable (Creswell, 2009).

Cronbach Alpha Test Results for the Questionnaire

Reliability for questionnaire as a tool was determined by using the Cronbach Alpha Reliability Test. The results are tabulated in the table below.

Table 3.3: Cronbach Alpha Reliability Results

Summary			
		Test	Items
1	Variables		
	Intrinsic motivators	.756	5.0
	Extrinsic motivators	.833	6.0
	Management style	.705	8.0
	Employee performance	.760	6.0
Independent Variable: Motivation			
Dependent Variable: employee performance			

Source: Primary Data (2017)

The Cronbach Alpha Coefficient test was carried out and the test results revealed that intrinsic motivators had a reliability result of .756, extrinsic motivators had a reliability test result of .833, management style had a reliability test result of .705 and lastly the dependent variable (employee productivity) had a reliability test result of .790. All the variables had results above the standard value of .70 (70%) which showed that all items in the instruments were reliability.

3.8 Data Collection Procedure

The researcher through proper channels asked for an introductory letter from Uganda Management Institute which she used for purposes of introduction before the participants when collecting data from the field. The researcher ensured confidentiality of the survey sheet since the identities are not important. Participants were given time to respond and after the researcher collected the surveys the next day. Considering that the study mostly follows a conceptual approach, data was

collected using surveys, interviews and conducting a documentary review. The first exploratory quantitative research was carried out in June, 2017. The second part of this research phase was in July, 2017. The goal of the second phase was to compare the results of the two culturally different samples in order to extract and test the most important relationships. The major approaches to be used for the two phase of data collection was both quantitative and qualitative. Triangulation was adopted for purposes of getting quality data.

3.9 Data Analysis Techniques

Amin (2005), states that statistical analyses are used to describe an account for the observed variability in the behavioral data. Data was collected, coded and edited during and after the study to ensure completeness, consistency, accuracy, and removal of errors and omissions. It also involved identifying patterns, consistencies and relationships in the questionnaire and interview guide (Qualitative data). Data analysis therefore involved qualitative and quantitative analysis.

3.9.1 Quantitative Data Analysis

Quantitative data got from the questionnaires was computed into frequency counts and percentages. Data was sorted using the Statistical Package for Social Scientists (SPSS) method. The researchers adopt bivariate analysis techniques in analyzing her data. Bivariate analysis is the simplest form of quantitative (statistical) analysis. In addition to frequency distribution, tables, mean, standard deviation and other measures of central tendency was used in data analysis. Correlations (Pearson's Product Moment Correlation Co efficient) were used to analyze and measure the degree of relationship between the independent variables and dependent variables. The correlation coefficient is a numerical way to quantify the relationship between two variables, e.g. X and Y and it is denoted by the symbol R. The correlation coefficient is always between -1

and 1, thus $-1 < R < 1$. According to Sekaran (2003), a correlation study is most appropriate to conduct the study in the natural environment of an organization with minimum interference by the researcher and no manipulation.

3.9.2 Qualitative Data Analysis

The study adopted the content and thematic qualitative data analysis techniques to analyse interview data. Qualitative data collected from interviews and documentary review was sorted and grouped into themes. The researcher therefore evaluated and analyzed the adequacy of information in answering the research questions through coding of data, identifying categories and parameters that emerged in the responses (Mugenda & Mugenda, 1999). While analyzing qualitative data, summaries were made on how different themes/variables are related.

3.10 Measurement of Variables

The independent variable (Motivation) and the dependent variable (employee performance) was measured on a five point Likert type scale (1- strongly disagree, 2-Disagree, 3-Not sure, 4- Agree and 5-Strongly agree). The choice of this measurement is that each point on the scale carries a numerical score which is used to measure the respondents' attitude and it is the most frequently used summated scale in the study of social attitude. According to Bill (2011), the Likert scale is able to measure perception, attitudes, values and behaviours of individuals towards a given phenomenon.

3.11 Ethical Considerations

Honesty: There are several reasons why it is important to adhere to ethical norms in research. First, norms promote the aims of research, such as knowledge, truth, and avoidance of error. For example, prohibitions against fabricating, falsifying, or misrepresenting research data promote the

truth and avoid error. Second, since research often involves a great deal of cooperation and coordination among many different people in different disciplines and institutions, ethical standards promote the values that are essential to collaborative work, such as trust, accountability, mutual respect, and fairness (Amin, 2005). To avoid plagiarism, works of different authors were acknowledged whenever they were cited.

Informed Consent: The ethics framework is essential as it entails the voluntary informed consent of the participants. This requires giving the participants adequate information about what the study will involve and an assurance that their consent to participate was free and voluntary rather than coerced. According to Sekaran (2003) participants informed consent may be obtained either through a letter or form that clearly specifies what the research involves, includes clearly laid down procedures the participants can expect to follow and explain the ways in which their confidentiality was assured. In this case, a letter was obtained for this purpose. It may also be imperative to describe possible risks and benefits of the research (Sekaran, 2003). The signing of the voluntary informed consent by each individual participant was confirmation that the respondents are not coerced to participate in the study but are doing so willingly. The researcher explained to the participants that an audio tape was used to record interviews. The researcher made the respondents aware of their right to opt out of the study if they so wish and that recording would only be done with their approval. In all the interviews, the participants consented to the use of audio tape. Some respondents required further verbal assurance that the tapes were under no circumstances be handed over to their supervisors.

Anonymity: Respondent's names were withheld to ensure anonymity and confidentiality in terms of any future prospects. In order to avoid bias, the researcher interviewed the respondents one

after the other and ensure that she informed them about the nature and extent of her study and on the other hand she gave them reasons as to why she was interviewing them.

Confidentiality: The researcher protected confidential communications, such as papers or grants submitted for publication.

Justice and beneficence: The researcher explained to respondent's use of certain gadgets that they do not understand or have little knowledge about e.g camera and tape recorders. Some respondents were required further verbal assurance that the tapes were under no circumstances going to handed over to their supervisors

Objectivity: The researcher avoided bias in experimental design, data analysis, data interpretation, peer review, personnel decisions, grant writing, expert testimony, and other aspects of research where objectivity is expected or required. She avoided or minimized bias or self-deception by being very objective hence reporting exactly what she found out.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.0 Introduction

This Chapter presents the findings, analysis and interpretations to the findings. The findings are presented according to the objectives of the study. The study once more focused on examining the relationship between Motivation and employee performance at commercial banks in Uganda, Centenary Bank was taken as the case study. The study was premised on the following research objectives: to examine the relationship between intrinsic motivators and employee performance at Centenary Bank, to establish the relationship between extrinsic motivators and employee performance at Centenary Bank and to find out the moderating effect of management style on the relationship between Motivation and employee performance at Centenary Bank.

4.2 Response Rate

Presentation of tabulated data according respondent's response rate

Table 4.1: Response Rate

Instrument	Target	Actual Response	Response rate
Questionnaire	160	145	82.8
Interviews	20	15	66.6
	180	160	81.5

Source primary data (2016)

Table 4.1 above presents the response rate from the study. The number of questionnaires distributed were 160 and 145 were returned making an overall response rate of 81.5%. Face to face interviews were carried out with the respondents; in total 15 respondents out of 20 were

interviewed. Creswell (2003) noted that a response rate above 50% of the target number is adequate

4.3 Findings on Background Characteristics

This section presents findings on demographics of the respondents, namely; gender, age, education, working experience, and position of the respondent, below.

4.4 Sex characteristics of the Respondents

The gender characteristics of respondents were investigated for this study, and findings are presented in Table 4.2.

Table 4. 2: Summary statistics on the sex of the Respondents

Gender of the Respondents					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	80	51.6	51.6	51.6
	Female	75	45.2	45.2	96.8
	Miss	5	3.2	3.2	100.0
	Total	160	100.0	100.0	

Source: Primary Data (2017)

N=160

Table 4.2 shows that the majority of the respondents were male (51.6%) and female were (45.2%). Although the gender findings indicated a discrepancy in favour of males, the study was representative of all sexes since both males and female were included in the study sample

4.5 Age of the Respondents

The study looked at age distribution of the respondents by age using frequency distribution. The results obtained on the item are presented in table 4.3 below

Table 4.3: Presents the summary statistics on the Age of the respondents

Age of the Respondents					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-29	45	29.0	29.0	29.0
	30-39	35	22.6	22.6	51.6
	40-49	70	41.9	41.9	93.5
	50 Above	10	6.5	6.5	100.0
	Total	160	100.0	100.0	

Source: primary data (2017)

N=160

From the above table, the majority of respondents who took part in the study were between 40-49 years implying 41.9% , 29% were between the age of 20 -29 , those between 30-39 years were 22.6% and those that were above 50 years were 6.5%. This shows that 71% of respondents were 30 years and above. This indicated that all categories of respondents in reference to the different age groups were represented in this study.

4.6 Respondents by Highest Level of Education the Respondents

The table 4.4 presents the summary statistics on level of education of the respondents.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Masters	30	19.4	20.0	20.0
	Bachelors	60	32.3	33.3	53.3
	Diploma	40	25.8	26.7	80.0
	Certificate	30	19.4	20.0	100.0
	Total	150	96.8	100.0	
Missing	System	5	3.2		
Total		160	100.0		

Source: Primary Data (2017)

N=160

The majority of the respondents were Bachelor's degree holders making a total percentage of 32.3%, the respondents with Masters were 19.4% and the respondents with Diplomas were 25.8% and the certificate holders were 19.4%. These results indicate that the respondents had good qualifications and the right skills and knowledge to deliver. Besides, the respondents were able to understand, read, interpret the questionnaire and gave relevant responses.

4.8 Empirical Results on Motivation and Employee Performance

In this section, the empirical results for each of the specific research objectives is presented, analysed and interpreted with an overall goal of demonstrating how Motivation and employee performance This item on independent variable (Motivation) were measured on scale referred to as the Five-point Likert scale where code 1 = Strongly Disagree, 2 = Disagree, 3 = Undecided, 4 = Agree and 5 = Strongly Agree. Descriptive data is as presented in Table 4.5.

4.9 Objective One: Intrinsic Motivators and Employee Performance

The items were structured basing on the objectives as presented in the table below with the frequencies and percentages according to the responses collected.

Table 4.4: Summary Statistics on Intrinsic Motivators

Item Responses		Frequency	Percent	Mean	Std Deviation
There is Acceptance in Centenary Bank	Strongly Disagree	30	19.4%	2.89	1.23
	Disagree	25	12.9%		
	Not sure	37	22.6%		
	Agree	55	35.5%		
	Strongly Agree	5	3.2%		
Employees feel powerful to work with Centenary Bank	Strongly Disagree	10	6.5%	3.83	1.15
	Disagree	15	9.7%		
	Neutral	10	6.5%		
	Agree	75	48.4%		
	Strongly Agree	50	29%		
Those who are hardworking are given positions of responsibility	Strongly Disagree	5	3.2%	4.06	.944
	Disagree	5	3.2%		
	Neutral	15	9.7%		
	Agree	75	48.4%		
	Strongly Agree	55	32.3%		
There is timely accomplishment of tasks in Centenary Bank	Strongly Disagree	15	3.2%	3.96	2.02
	Disagree	15	3.2%		
	Neutral	15	3.2%		
	Agree	55	32.3%		
	Strongly Agree	45	29.0%		
There is good team work in Centenary Bank and this motivates me	Strongly Disagree	10	6.5%	3.90	1.21
	Disagree	10	6.5%		
	Neutral	25	16.1%		
	Agree	45	29.0%		
	Strongly Agree	65	38.7%		
Bosses delegate responsibilities to my juniors based on capability	Strongly Disagree	10	6.5%	3.99	1.21
	Disagree	15	9.7%		
	Neutral	10	6.5%		
	Agree	75	48.4%		
	Strongly Agree	50	29%		

You get personal satisfaction working with Centenary bank	Strongly Disagree	5	3.2%	4.01	0.98
	Disagree	5	3.2%		
	Neutral	15	9.7%		
	Agree	75	48.4%		
	Strongly Agree	55	32.3%		

Source Primary Data (2017)

N=160

As to whether there is acceptance in Centenary Bank, the respondent's responses indicated that cumulatively, the larger percentage (38.7%) of the respondents agreed and 32.3% disagreed. The mean = 2.89 was slightly below the median score of three, which on the five-point Likert scale used to measure the items, indicated that there is Acceptance in Centenary Bank.

Relatedly a respondent noted:

"There is acceptance in Centenary Bank, most employees who leave, do it at their own will...."

Ssenoga (2014) noted that low employee motivation is reflected in the deteriorating standards with reference to professional conduct such as absenteeism and poor task preparation

With respect to whether those who are hardworking are given positions of responsibility, cumulatively the larger percentage (70.7%) agreed with 6.4% disagreeing. The mean = 4.06 which corresponded to agreed indicated the majority of the respondents agreed that those who are hardworking are given positions of responsibility.

A respondent noted that:

"Accordingly, those who are hardworking are given positions of responsibility" Similarly, to summarize the push and pull nature of Centenary Bank necessitates promoting people on merit, Nussbaum & Martha (2015) wrote that the ILO Report (2014) noted that rules and regulations set by the management must be followed by the employee.

As to whether there is timely accomplishment of tasks in Centenary Bank, cumulatively the larger percentage (61.3%) agreed with 6.4% disagreed. The mean = 3.96 meant that the respondents agreed that there is personal satisfaction in working for Centenary Bank.

A key informant noted that:

“there is timely accomplishment of tasks in Centenary Bank, given the fact that it’s a private entity everyone is put on pressure to perform.....” The ILO Report (2014) noted that it is important for employees to accomplish tasks on time to pave way for smooth implementation of all work operations.

Responses to the question as to whether there is good team work in Centenary Bank and this motivates me (67.7%) agreed while 13.0% disagreed. The mean = 4.38 above the median score, three indicated that there is good team work in Centenary Bank and this motivates me

In connection to the above, a respondent noted:

“there is good team work in Centenary Bank and this motivates me, at lower level than at middle and top level”

The views held by the majority of the respondents seem to be in agreement with other reports. According to Centenary Bank Report (2015), team work was pointed out as one of the pivotal point that can put the bank on the line of growth. Team work road map plans have from time to time been drawn by the bank.

The Centenary Bank Report (2016) points out delegation to junior roles as an area that will help promote career growth and succession planning in Centenary Bank.

4.10 Hypothesis Testing One:

Hypothesis One Stated that: there is no relationship between intrinsic motivators and employee performance at commercial banks in Uganda. The hypothesis was tested using Pearson correlation coefficient and the results of the hypothesis are given below.

Table 4.6: Correlation Matrix for intrinsic motivators and employee performance

		Correlations	
		Intrinsic Motivators	Employee Performance
Intrinsic Motivators	Pearson Correlation	1	.405
	Sig. (2-tailed)		.000
	N	160	160
Intrinsic Motivators	Pearson Correlation	.405	1
	Sig. (2-tailed)	.000	
	N	160	160

Source: Primary Data (2017)

N = 160

The results in Table 4.6 showed that the coefficient is .405. Therefore according to the results there is a positive relationship between intrinsic motivators and employee performance at Centenary Bank. This implied that intrinsic motivators predict employee performance at Centenary Bank. This implied that intrinsic motivators positively influence employee performance at Centenary Bank. Therefore, the null hypothesis that was earlier stated in chapter one is rejected and substituted with an alternative hypothesis.

4.11 Objective Two: extrinsic motivators and employee performance

The items on extrinsic motivators are structured basing on the objectives of the study, in total seven (7) items are statistically tabulated and presented in the table 4.7 below with the frequencies and percentages according to the responses collected.

Table 4.7: Summary Statistics on extrinsic motivators and employee performance

Item Responses		Frequency	Percent	Mean	
Salary is released on time	Strongly Disagree	10	6.5%	3.92	1.26
	Disagree	15	9.7%		
	Not sure	5	3.2%		
	Agree	50	32.3%		
	Strongly Agree	60	35.5%		
The workers are given enough salary	Strongly Disagree	15	9.7%	3.60	1.31
	Disagree	15	9.7%		
	Neutral	20	12.9%		
	Agree	55	32.3%		
	Strongly Agree	40	25.8%		
The best employees are recognized	Strongly Disagree	10	6.5%	4.20	.111
	Neutral	15	9.7%		
	Agree	50	29%		
	Strongly Agree	75	48.4%		
The is job security at Centenary Bank	Strongly Disagree	10	6.5%	3.90	1.26
	Disagree	20	12.9%		
	Neutral	5	3.2%		
	Agree	45	35.5%		
	Strongly Agree	65	38.7%		
I am paid for the extra responsibilities	Strongly Disagree	20	9.7%	3.96	1.24
	Disagree	5	3.2%		
	Neutral	10	6.5%		
	Agree	60	38.7%		
	Strongly Agree	60	38.7%		
I have access to salary advances	Strongly Disagree	20	12.9%	3.13	1.30
	Disagree	35	19.4%		
	Neutral	25	16.1%		
	Agree	50	32.3%		
	Strongly Agree	20	12.9%		

Allowance is paid on time	Strongly Disagree	25	16.1%	3.50	1.47
	Disagree	15	6.5%		
	Neutral	20	12.9%		
	Agree	40	25.8%		
	Strongly Agree	45	29.0%		

Source Primary Data (2017)

N=160

With respect to whether salary is released on time, cumulatively the larger percentage (67.8%) agreed with 16.2% disagreeing. The mean = 3.92 which corresponded to agreed indicated the majority of the respondents agreed that salary is released on time.

A respondent noted that:

“All employees of Centenary Bank get paid on time, just as it is in line with the reward policy of the organization.”

ILO Report (2014) noted that incentives cause individuals to contribute their efforts to the organization and those different individuals are motivated by different incentives

The lower level staffs of Centenary Bank were not happy with the failure by the Bank to increase the employee’s salary in the last two years

Responses to the question as to whether the workers are given enough salary (78.4%) agreed while 17.8% disagreed. The mean = 3.60 indicated that the workers are given enough salary.

In connection to the above a respondent lamented:

“the issue of enough is relative employees for sure are given enough salary.....” He argues further that a salary incentive alone is very weak motivators as compared to those of personal non-material nature. Non-material incentives such as chances of promotion, prestige or status, recognition, prospects for professional growth and career development through further training could be better motivators. The ILO Report (2015) points out those non-

monetary incentives like accommodation enhances employee motivation and increases employee productivity all of which contribute to improved organisational performance

Seven members of staff revealed in agreement that fringe benefits such as chances of promotion, prestige or status, recognition, are prospects for professional growth and career development. A key informant was reluctant to respond to a similar question noting that salary remains the most important motivating point.

ILO Report (2015), noted that the amount of effort people are willing to put in their work depends on the degree to which they feel their motivational needs will be satisfied. On the other hand, individuals become de-motivated if they feel something in the organisation prevents them from attaining good outcomes.

In support, International Labour Standards on wages (2014) points out that most people work in order to earn money. Yet, in many parts of the world access to adequate and regular wages is not guaranteed. In numerous countries, non-payment of wages has led to huge wage arrears, and wages are sometimes paid or not paid.

Responses to the question as to whether the best employees are recognized (77.4%) agreed while 16.2% disagreed. The mean = 4.20 above the median score of three indicated that the best employees are recognized.

Relatedly a respondent noted:

“It is a culture that the best employees are recognised. There are policies on employee recognition in Centenary Bank.....”

As to whether there is job security in Centenary Bank, the respondent's responses indicated that cumulatively, the larger percentage (74.2%) of the respondents agreed and 19.4% disagreed. The mean = 3.90 was above the median score, which on the five-point Likert scale used to measure the items, indicated that there is job security in Centenary Bank.

Relatedly a respondent noted:

"There is job security in Centenary Bank, most employees who leave, do it at their own will".

Ssenoga (2014) noted that low employee motivation is reflected in the deteriorating standards with reference to job security and professional conduct such as absenteeism and poor task preparation.

With respect to whether they are paid for the extra responsibilities, cumulatively the larger percentage (77.4%) agreed with 12.9% disagreeing. The mean = 3.96 which corresponded to agreed indicated they are paid for the extra responsibilities.

Relatedly, a respondent noted that they are not paid for any extra responsibilities; the salary they earn is a consolidated figure, a factor that demotivates them. The Equal Opportunities Report (2015) noted that Good managers recognise people by doing things that acknowledge their accomplishments and they reward people by giving them something tangible.

As to whether they have access to salary advances, cumulatively the larger percentage (45.2%) agreed with 32.3% disagreed. The mean = 3.13 meant that the respondents the respondents agreed that they have access to salary advances.

A respondent noted that:

“Salary advance is given when an emergence happens but must be communicated early enough to enable quick processing”

Responses to the question as to whether allowance is paid on time (54.8%) agreed while 22.6% disagreed. The mean = 3.50 above the median score of three indicated that allowance is paid on time.

In contrast to survey findings, interview findings revealed that A respondent noted that:

“there are no allowances received since the whole salary is an amalgamation of all benefits. Lack of allowances is scaring away potential employees from the Bank”. Gibbins (2004) further notes that effective reward management can help an organisation to achieve its business objectives by attracting and retaining competent people.

4.12 Hypothesis Testing Two:

Hypothesis Two Stated that there is no relationship between extrinsic motivators and employee performance at commercial banks in Uganda. The hypothesis was tested using the Pearson correlation coefficient and the results of the hypothesis are given below.

Table 4.9: Correlation Matrix for extrinsic motivators and employee performance

		Correlations	
		Extrinsic motivators	Employee performance
Extrinsic motivators	Pearson Correlation	1	.837
	Sig. (2-tailed)		.000
	N	160	160
Employee performance	Pearson Correlation	.837	1
	Sig. (2-tailed)	.000	
	N	160	160

Source: Primary Data (2017) N = 160

The results in table 4.9 showed that the coefficient is 0.837. Therefore according to the results there is a positive relationship between extrinsic motivators and employee performance at Centenary Bank. This implied that extrinsic motivators predict employee performance at Centenary Bank. Therefore, extrinsic motivator greatly relates employee performance at Centenary Bank. Therefore, the null hypothesis that was earlier stated in chapter one is rejected and substituted for an alternative one.

4.13 Objective Three: the moderating effect of management style on the relationship between Motivation and employee performance.

The items were structured basing on the objectives of the study, a total of nine questions which are statistically tabulated and presented in the table 4.12 below with the frequencies and percentages according to the responses collected.

Table 4.5: Summary Statistics on moderating effect of management style on the relationship between Motivation and employee performance

Item Responses		Frequency	Percent	Mean	
Centenary Bank relies on the democratic kind of leadership	Strongly Disagree	45	25.8%	2.82	1.46
	Disagree	15	9.7%		
	Not sure	45	25.8%		
	Agree	25	12.9%		
	Strongly Agree	30	16.1%		
The leaders listen to the views of staffs	Strongly Disagree	45	25.8%	2.88	1.50
	Disagree	15	6.5%		
	Neutral	40	22.6%		
	Agree	30	16.1%		
	Strongly Agree	30	16.1%		
Leaders allow staff to participate in the decision making process	Strongly Disagree	20	12.9%	3.10	1.34
	Disagree	30	19.4%		
	Neutral	40	25.8%		
	Agree	30	16.1%		

	Strongly Agree	35	20.8%		
The leaders take time to consult on major decisions	Strongly Disagree	20	9.7%	3.42	1.19
	Disagree	20	9.7%		
	Neutral	25	16.1%		
	Agree	70	41.9%		
	Strongly Agree	25	12.9%		
The leaders are interact freely with Juniors	Strongly Disagree	35	19.4%	3.10	1.39
	Disagree	20	9.7%		
	Neutral	25	16.1%		
	Agree	55	32.3%		
	Strongly Agree	25	12.9%		
There is a good work relationship between the leaders and other employees	Strongly Disagree	20	9.7%	3.20	1.34
	Disagree	40	25.8%		
	Neutral	20	12.9%		
	Agree	45	25.8%		
	Strongly Agree	35	19.4%		

Source Primary Data (2017)

N=160

With respect to whether Centenary Bank relies on the democratic kind of leadership, cumulatively the larger percentage (35.5%) disagreed with 18.9% agreeing. The mean = 2.82 which corresponded to disagreed indicated that Centenary Bank relies on the democratic kind of leadership A respondent noted that:

“Leaders emphasize priorities and good moral standards, but some leaders are driven by their personal interests to act the way they do”. Bean (2014) argued that an individual will support the organization if he believes that that organizational interests and goals could be met, if not, the person’s interest will decline

Another respondent noted in support that:

“Sometimes the decisions are made at the top and we play a passive role in them. We normally get involved in decisions that directly concern us only....”. ICGU Report (2012) noted that rarely

are the employees involved in the major decision making process since it is a matter of the board or top management in the institution.

Responses to the question as to whether the leaders listen to the views of staffs (32.2%) agreed while 32.3% disagreed. The mean = 2.88 close to the median score, three indicated that the leaders listen to the views of staffs.

A key informant lamented that

The leaders listen to the views of staffs and not everyone is part of the decision making team, this is left for top management since it prevails over the major decisions of the company.

ICGU Report (2012) asserts that the leader must make decisions that will not affect the interests of the organization. The company must come up with ways of making sure that the employees stay at work, feel contented, ready to put in their best and that their expectations are met without neglecting the overall corporate objectives of the organization.

As to whether the leaders allow staff to participate in the decision making process, the respondents' responses indicated that cumulatively, the larger percentage (36.9%) of the respondents agreed and 32.3% disagreed. The mean = 3.10 was above the median score, three, which on the five-point Likert scale used to measure the items indicated that the leaders allow staff to participate in the decision making process.

A Human Resource manager noted contrary to survey findings noted that

The managers do not allow staff to participate in the decision making process. The managers help the subordinates to operate as a team, however this is relative and all depends on the existing corporate practices. This indicates the importance of various corporate practices in assisting organisations to deal with multi-cultural workforces. ICGU (2012) noted that in

managing diversity, major changes are necessary such as changing organisational culture, restructuring organisations and developing managers and employees to work in an organisation that is different from what it used to be.

With respect to whether the leaders take time to consult on major decisions, cumulatively the larger percentage (19.4%) disagreed with 54.8% agreeing. The mean = 3.42 which corresponded to agreed indicated the majority of the respondents noted that the leaders take time to consult on major decisions.

A respondent noted that *the leaders take time to consult on major decisions*. Bean (2014) noted that testing quality is a way of ending mistakes or defects in services and avoiding problems when delivering solutions or services to customers. However not all organisations do test quality using the most relevant and update the mechanisms given that many lack the resources and expertise to do so in Uganda and so Centenary Bank is not exceptional.

As to whether the leaders interact freely with Juniors, cumulatively the larger percentage (45.1%) agreed with 29.1% disagreed. The mean = 3.10 meant that the respondents the respondents agreed that the leaders are interact freely with Juniors.

A Branch manager noted that

the leaders are interact freely with Juniors only on work related matters and not anything outside that. Gibbons (2004) the high achievers interact with juniors and are internally driven as long as the jobs they were doing provided them with responsibility, feedback and moderate risks.

As to whether there is a good work relationship between the leaders and other employees, cumulatively the larger percentage (45.2%) agreed with 35.5% disagreed. The mean = 3.20

meant that the respondents the respondents agreed that there is a good work relationship between the leaders and other employees.

A supervisor said that “*there is a good work relationship between the leaders and other employees*” The Equal Opportunities Tracker(2014) noted that it is of essence to have a cordial relationship amongst the members of an organization, here is that leadership style is the methodology to be used in according responsibility, however the challenge that lays in this aspect is that, only giving power to the subordinates may not be wise enough in the name of delegation, empowerment and specialization but a good relationship can work better

Table 4.6: Frequencies, Percentages and Means on Employee Performance

Item Responses		Frequency	Percent	Mean	Std Deviation
I attend and preside over all staff meetings	Strongly Disagree	30	19.4%	3.34	1.27
	Disagree	15	9.7%		
	Not sure	40	25.8%		
	Agree	30	19.4%		
	Strongly Agree	20	12.9%		
I always interact with juniors to find out their problems and concerns	Strongly Disagree	30	19.4%	2.79	1.37
	Disagree	45	29%		
	Neutral	10	6.5%		
	Agree	45	29%		
	Strongly Agree	15	9.7%		
Every employee is zealous to finish work on time	Strongly Disagree	10	6.5%	3.37	1.14
	Disagree	15	9.7%		
	Neutral	50	32.3%		
	Agree	35	22.6%		
	Strongly Agree	25	16.1%		
Quality work is done by the employees	Strongly Disagree	25	16.1%	3.13	1.30
	Disagree	20	12.9%		
	Neutral	35	22.6%		

	Agree	50	32.3%		
	Strongly Agree	20	12.9%		
I play an active role in formulating programmes	Strongly Disagree	20	12.9%	3.19	1.32
	Disagree	15	9.7%		
	Neutral	40	25.8%		
	Agree	30	19.4%		
	Strongly Agree	25	16.1%		

Source: Primary Data 2017

N=155

With respect to whether they attend and preside over all staff meetings (32.3%) agreed with 29.1% disagreeing. The mean = 3.34 which corresponded to agreed indicated the majority of the respondents agreed that they attend and preside over all staff meetings

A respondent noted that

“they attend and preside over all staff meetings”. This is supported by the Centenary Bank Report(2015) that noted that attendance of meeting contributes significantly to organisational performance.

Responses to the question as to whether they always interact with juniors to find out their problems and concerns (36.7%) agreed while 48.4% disagreed. The mean = 2.79 below the median score of three indicated that they always interact with juniors to find out their problems and concerns.

As to whether every employee is zealous to finish work on time, the respondents’ responses indicated that cumulatively, the larger percentage (38.7%) of the respondents agreed and 16.2% disagreed. The mean = 3.37 was above the median score, three, which on the five-point Likert scale used to measure the items indicated that every employee is zealous to finish work on time.

In relation to the above, a respondent noted that

every employee is zealous to finish work on time but this is contrary to the documentary evidence. The Centenary Bank Report (2015) clearly shows that some employees are not zealous to finish work on time a factor which may be affecting employee performance.

Responses to the question as to whether quality work is done by the employees (45.2%) agreed while 29.0% disagreed. The mean = 3.13 above the median score of three indicated that quality work is done by the employees.

A Bank manager in support of the above survey findings noted that *quality work is done by the employees of Centenary Bank in all departments*. Adams (2006) developed an early model that has received considerable attention. The three-component model he advocated for was based on quality, commitment and dedication.

The most consistent findings pertain to the positive links between affective performance and employee well-being. For present purposes, the author adapted the approach taken in the well-established three-component model and viewed timely accomplishment of tasks as a force that binds an individual to a target

4.14 Hypothesis Testing Three:

Hypothesis three stated that there is no significant moderating effect of management style on the relationship between Motivation and employee performance at commercial banks in Uganda.

Table 4.7: Moderator Effects of Management Style in Predicting the relationship between Motivation factors and Employee Performance and Dummy Coded (N=155)

Step	Variable	R	R2 Change	B	SBe	Beta
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1	Management Style	0.520	0.270**	2.089**	.142	.471**
2	Motivation factors	.634	.001**	.720	.599	.027
3	Management style X Motivation Factors		.002	.412*	.201	.066*
4	Constant			43.401	,450	

***p<.05; **p<.01; ***p<.001; Cumulative R squared = .520; Adjusted R squared = .270**. Education is centered to a mean of zero.**

The results in Table 4.11 show that moderator effect of management style in predicting the relationship between motivation factors and employee performance (adjusted $R^2 = .270^{**}$). The R value is 0.107, which represents the simple correlation and, therefore, indicates a positive significant degree of correlation. The R2 value indicates how much of the moderator effect of management style affects the relationship between motivation factors and employee performance. Therefore the adjusted square value of $.270^{**}$ implied that the moderation effect of management style in predicting the relationship between Motivation factors and Employee Performance is positively significant.

This Chapter focused on presenting the findings, interpretation and analysis, the next chapter focuses on the summary of findings, discussion of the findings, conclusions, recommendations and areas for further research. The researcher now turns to chapter five to present the summary of findings, discussion of the findings, conclusions and recommendations.

CHAPTER FIVE

SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents summary of findings, discussion, conclusions, recommendations and areas for further study based on the study objectives.

5.2. Summary of Major Findings

The summary of the major findings is presented based on the study objectives as laid in chapter one of this report.

5.2.1: Intrinsic Motivators and Employee Performance

The results showed that the Correlation coefficient is .405. Therefore according to the results there is a positive relationship between intrinsic motivators and employee performance at Centenary Bank. This implied that intrinsic motivators predict employee performance at Centenary Bank. This implied that intrinsic motivators positively influence employee performance at Centenary Bank. Therefore, the alternative hypothesis that was earlier stated in chapter one is rejected and substituted with an alternative hypothesis.

5.2.2: Extrinsic Motivators and Employee Performance

The results showed that the correlation coefficient is 0.837. Therefore according to the results there is a positive relationship between extrinsic motivators and employee performance at Centenary Bank. This implied that extrinsic motivators predict employee performance at Centenary Bank. Therefore, extrinsic motivator greatly relates employee performance at Centenary Bank. Therefore, the null hypothesis that was earlier stated in chapter one is rejected and substituted for an alternative one.

5.2.3: Moderator Effects of Management Style in Predicting the relationship between Motivation factors and Employee Performance

The results showed that moderator effect of management style in predicting the relationship between motivation factors and employee performance (adjusted R² = .270**). The R value is 0.107, which represents the simple correlation and, therefore, indicates a positive significant degree of correlation. The R² value indicates how much of the moderator effect of management style affects the relationship between motivation factors and employee performance. Therefore the adjusted square value of .270** implied that the moderation effect of management style in predicting the relationship between Motivation factors and Employee Performance is positively significant.

5.3. Discussion of Findings

The findings are discussed on the basis of the study objectives as laid down in chapter one

5.3.1: Intrinsic Motivators and Employee Performance

The results indicated that there is a positive relationship between intrinsic motivators and employee performance at Centenary Bank. There is job security at Centenary Bank, most

employees who leave, do it at their own will. Ssenoga (2014) noted that low employee motivation is reflected in the deteriorating standards with reference to job security and professional conduct such as absenteeism and poor task preparation. Findings revealed that it is not a culture that the best employees are recognised. There are no policies on employee recognition in Centenary, it is management that sets the ways reward issue will be handled during board meetings. A closer analysis of Nyanzi (2011)'s study seems to point out that policies may be in place but when management is reluctant to invoked policies on recognition. The documentary evidence above seem not contradictory or not contentious to the earlier held view indicating that there has been laxity by management to recognize employees in some private entities in Uganda.

Accordingly, those who are hardworking are given positions of responsibility, similarly, to summarize the push and pull nature of Centenary Bank necessitates promoting people on merit, Nussbaum & Martha (2015) wrote that the ILO Report (2014) noted that rules and regulations set by the management must be followed by employee friendly.

It was observed that there is timely accomplishment of tasks in Centenary Bank, given the fact that it's a private entity everyone is put on pressure to perform. The ILO Report (2014) noted that it is important for employees to accomplish tasks on time to pave way for smooth implementation of all work operations. Findings revealed that there is good team work in Centenary Bank at lower level than at middle and top level

The views held by the majority of the respondents seem to be in consonant with other reports. According to Centenary Bank Report (2015), team work was pointed out as one of the pivotal

point that can put the bank on the line of growth. Team work road map plans have from time to time been drawn by the bank.

It was noted that although seniors delegate roles, some do so because they are grooming relatives and friends not that the bosses delegate responsibilities to juniors based on capability. The Centenary Bank Report (2016) points out delegation to junior roles as an area that will help promote career growth and succession planning in Centenary Bank.

It was observed that not all those promoted achieve that based on merit, some have achieved that because they have God fathers within the Bank. Although seniors delegate roles, some do so because they are grooming relatives and friends not that the bosses delegate responsibilities to the juniors based on capability.

The ILO Report (2015) noted that employee recognition is a source of motivation and satisfaction. When employees believe they have a well-defined place within the organization and their contribution is fully appreciated, they are more apt to dedicate themselves to their work and feel motivated to do their best. Recognition also fosters a feeling of competency and gives employees a certain sense of satisfaction. By contributing to employees' satisfaction and motivation, recognition has a positive impact on company productivity and performance.

5.3.2: Extrinsic Motivators and Employee Performance

The results indicated that there is a positive relationship between intrinsic motivators and employee performance at Centenary Bank. It was observed that all employees of Centenary Bank get paid on time, just as it is in line with the reward policy of the organization. ILO Report (2014) noted that incentives cause individuals to contribute their efforts to the organization and those different individuals are motivated by different incentives. The lower

level staffs of Centenary Bank were not happy with the failure by the Bank to increase the employee's salary in the last two years

Findings revealed that the issue of enough is relative employees for sure are given enough salary. He argues further that a salary incentive alone is very weak motivators as compared to those of personal non-material nature. Non-material incentives such as chances of promotion, prestige or status, recognition, prospects for professional growth and career development through further training could be better motivators. The ILO Report (2015) points out those non-monetary incentives like accommodation enhances employee motivation and increases employee productivity all of which contribute to improved organisational performance

Findings revealed that they are able to afford a better standard of living not because they earn a fat salary but because they have access to loans from the Bank that they have effectively utilised to open up other business ventures for themselves. This in clear terms points to the existing nature of innovativeness among workers in Centenary Bank. ILO Report (2015), noted that the amount of effort people are willing to put in their work depends on the degree to which they feel their motivational needs will be satisfied. On the other hand, individuals become de-motivated if they feel something in the organisation prevents them from attaining good outcomes.

In support, International Labour Standards on wages (2014) points out that most people work in order to earn money. Yet, in many parts of the world access to adequate and regular wages is not guaranteed. In numerous countries, non-payment of wages has led to huge wage arrears, and wages are sometimes paid or not paid.

It was observed that they are not paid for any extra responsibilities; the salary they earn is a consolidated figure, a factor that demotivates them. The Equal Opportunities Report (2015) noted that good managers recognise people by doing things that acknowledge their accomplishments and so they reward people by giving them something tangible.

Findings revealed that there are no allowances received since the whole salary is an amalgamation of all benefits. Lack of allowances is scaring away potential employees from the Bank. Gibbins (2004) further notes that effective reward management can help an organisation to achieve its business objectives by attracting and retaining competent people.

5.3.3 Moderator Effects of Management Style in Predicting the relationship between Motivation factors and Employee Performance

Findings revealed that leaders emphasize priorities and good moral standards, but some leaders are driven by their personal interests to act the way they do. Bean (2014) argued that an individual will support the organization if he believes that that organizational interests and goals could be met, if not, the person's interest will decline

It was observed sometimes the decisions are made at the top and we play a passive role in them. People normally get involved in decisions that directly concern us only. ICGU Report (2012) noted that rarely are the employees involved in the major decision making process since it is a matter of the board or top management in the institution.

Findings revealed that the leaders listen to the views of staffs and not everyone is part of the decision making team, this is left for top management since it prevails over the major decisions of the company. ICGU Report (2012) asserts that the leader must make decisions that will not affect the interests of the organization. The company must come up with ways of making sure that the

employees stay at work, feel contented, ready to put in their best and that their expectations are met without neglecting the overall corporate objectives of the organization.

It was established that the managers do not allow staff to participate in the decision making process. The managers help the subordinates to operate as a team, however this is relative and all depends on the existing corporate practices. This indicates the importance of various corporate practices in assisting organisations to deal with multi-cultural workforces. ICGU (2012) noted that in managing diversity, major changes are necessary such as changing organisational culture, restructuring organisations and developing managers and employees to work in an organisation that is different from what it used to be.

Findings revealed that the leaders take time to consult on major decisions. Bean (2014) noted that testing quality is a way of ending mistakes or defects in services and avoiding problems when delivering solutions or services to customers. However not all organisations do test quality using the most relevant and update the mechanisms given that many lack the resources and expertise to do so in Uganda and so Centenary Bank is not exceptional.

It was observed that the leaders interact freely with Juniors only on work related matters and not anything outside that. Gibbons (2004) the high achievers interact with juniors and are internally driven as long as the jobs they were doing provided them with responsibility, feedback and moderate risks. Furthermore it was noted that there is a good work relationship between the leaders and other employees” The Equal Opportunities Tracker(2014) noted that it is of essence to have a cordial relationship amongst the members of an organization, here is that leadership style is the methodology to be used in according responsibility, however the challenge that lays in this aspect is

that, only giving power to the subordinates may not be wise enough in the name of delegation, empowerment and specialization but a good relationship can work better.

5.4 Conclusions

This study was designed to answer three research questions and this section will summarize the key findings of the study in relation to each research objective in order to formulate the recommendations of the study. Study conclusions were drawn basing on the different research objectives as shown below;

5.4.1: Intrinsic Motivators and Employee Performance

The results indicated that there is a positive relationship between intrinsic motivators and employee performance at Centenary Bank. There is job security in Centenary Bank, most employees who leave, do it at their own will. Findings revealed that it is not a culture that the best employees are recognised. Accordingly, those who are hardworking are given positions of responsibility. It was observed that there is timely accomplishment of tasks in Centenary Bank, given the fact that it's a private entity everyone is put on pressure to perform. Findings revealed that there is good team work in Centenary Bank. If there are good intrinsic motivators in Centenary Bank, then employee performance will improve. So an improvement on intrinsic motivators like promotion, recognition will enhance employee performance at Centenary Bank.

5.4.2: Extrinsic Motivators and Employee Performance

From the foregoing findings however, it has been clear that the results showed that there is a positive relationship between extrinsic motivators and employee performance. It was observed that all employees of Centenary Bank get paid on time, just as it is in line with the reward policy

of the organization. Findings revealed that they are able to afford a better standard of living not because they earn a fat salary but because they have access to loans from the Bank that they have effectively utilized to open up other business ventures for themselves. It was observed that they are not paid for any extra responsibilities; the salary they earn is a consolidated figure, a factor that demotivates them. Findings revealed that there are no allowances received since the whole salary is an amalgamation of all benefits. If there are good extrinsic motivators in Centenary Bank, then employee performance will improve. So an improvement on extrinsic motivators like salary and monthly allowances will enhance employee performance at Centenary Bank.

5.4.3: Moderator Effects of Management Style in Predicting the relationship between Motivation factors and Employee Performance

Findings revealed that leaders emphasize priorities and good moral standards, but some leaders are driven by their personal interests to act the way they do. It was observed sometimes the decisions are made at the top and lower level play a passive role in them. Findings revealed that the leaders listen to the views of staffs and not everyone is part of the decision making team. It was established that the managers do not allow staff to participate in the decision making process. The managers help the subordinates to operate as a team, however this is relative and all depends on the existing corporate practices. Findings revealed that the leaders take time to consult on major decisions. It was observed that the leaders are interact freely with Juniors only on work related matters and not anything outside that. If there is good management style in Centenary Bank, then employee performance will improve. So an improvement on management style like democratic leadership will enhance employee performance at Centenary Bank

5.5 Recommendations

The researcher recommended that;

5.5.1 Intrinsic Motivators and Employee Performance

There is need for Centenary Bank to come up with clear promotion procedures and guidelines that will guide employees on how they can be promoted to higher levels of responsibility. Sharing information with employees and other customers demonstrating that an organisation is committed to involving its employees is very important. Participation should be considered as early as possible and throughout the process systematically. The process needs to have clear objectives and skilled facilitation from the onset. Employee participation in the decision making process must be institutionalized. In this light, participatory processes may seem very risky, but there is growing evidence that if well designed, these perceived risks may be well worth taking. Therefore it is recommended that institutions should strengthen their reward policy in order to enhance employee performance.

5.5.2 Extrinsic Motivators and Employee Performance

A system that rewards high performance and discourages low and mediocre performance should be put in place to include various rewards such as financial rewards, public acknowledgments, promotions, greater work responsibilities, learning and study opportunities. Greater emphasis must be given to non-monetary rewards. Therefore it is recommended that institutions should strengthen their motivation strategies and mechanism in place in order to enhance employee performance.

5.5.3: Moderator Effects of Management Style in Predicting the relationship between Motivation factors and Employee Performance

There is need for Centenary Bank to pay more attention to democracy in all departments. The employees must be allowed to decide on issues that directly affect them. For example staff motivation and employee recognition. To make improvements, managers must avail the employees with fair rules and guidelines that are tailored at promoting democracy. The Centenary Bank needs to accord the respondents some degree of freedom to participate in certain tasks. Lack of freedom to participate may affect employee morale. By identifying the root causes, customized action plans can be tailored to the institution's needs and eventually help to create good leadership policies. Therefore it is recommended that institutions should strengthen their motivation strategies and mechanism in place in order to enhance employee performance.

5.6 Limitation of the Study

The limitation in the study was related to omission of certain key components in variables on motivations factors and employee performance. There were a number of limitations associated with decisions made regarding the methodology. They relate to the choice of participants, the type of data collected and the analytic process.

The researcher used one single questionnaire to measure all constructs. The use of findings from the questionnaire which was close ended also could have missed important information which could have been obtained through other qualitative methodologies.

Another limitation was the time frame in which data was collected. The data constituted a snapshot of one point on the implementation continuum. The participant's responses were based

only on the questions that the researcher asked but there could have been more information through observation hence sometimes misleading information is given during interviews.

The researcher encountered some limitations during the study especially when it came to interviewing some respondents. Some were not willing to give information unless paid and at some instances, the researcher had to wait till late in the evening when the respondents are through with their work so as to interview them.

The study used a small sample and so it was not easy to generalize results. Adopting a mixed methodological approach required a lot of skills and reading about the two approaches which was not easy.

5.7 Areas for further research

The research was carried out in a public entity, there is need to carry out a similar research in a private entity. There is need to do research on Human Resource Management and Employee performance. There is need to carry out a study on reward systems and employee retention in commercial banks in Uganda.

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APPENDICES

APPENDIX 1: QUESTIONNAIRE FOR TOP ADMINISTRATORS AND STAFF OF CENTENARY BANK

Dear respondent,

I am Jackie K Nandaula a student of Masters in Business Administration of Uganda Management Institute (UMI), Kampala, Uganda. You have been sampled to participate in this study and the information you give will be used strictly for academic purposes and will never be used against you or your office. The information got from you will be kept confidential. You are also requested not to write your name on this questionnaire. Fill out the questionnaire and return to me.

Thank you for your cooperation.

SECTION A BIO-DATA

Please tick the most appropriate option

Age group	19-29	30-39	40-49	Above 50	
Gender	Male	Female			
Marital status	Married	Single	Widowed	Divorced	
Level of Education	Masters	Bachelors	Diploma	Certificate	Others Specify

Instructions from question 1- tick the number that best indicates your opinion on the questions using the following scale.

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

SECTION B

1. EXTRINSIC MOTIVATORS

		1	2	3	4	5
1	Salary is released on time					
3	The workers are given enough salary					
4	I am able to have a good standard of living with my salary that I earn					
5	Staff salaries are disbursed as lump sum at the end of the month					
6	I am paid for the extra responsibilities					
7	I have access to salary advances					
8	Allowance is paid on time					

2. INTRINSIC MOTIVATORS

9	There is job security in Centenary Bank					
10	The best employees are recognized					
11	Those who are hardworking are given positions of responsibility					
12	There is timely accomplishment of tasks in Centenary Bank					
13	There is good team work in Centenary Bank and this motivates me					
14	Bosses delegate responsibilities to my juniors based on capability					
15	Workers are promoted based on merit					

MANAGEMENT STYLE

		1	2	3	4	5
17	Centenary Bank uses democratic kind of leadership					
18	The leaders listen to the views of staffs					
19	The leaders allow staff to participate in the decision making process					
20	The leaders take time to consult on major decisions					
21	The leaders carry out thorough planning					
22	The leaders are interact freely with the subjects					
23	There is a good work relationship between the leaders and other employees					

EMPLOYEE PERFORMANCE

		1	2	3	4	5
24	I attend and preside over all staff meetings					
25	I always interact with juniors to find out their problems and concerns					
26	Every employee is zealous to finish work on time					
27	Quality work is done by the employees					
28	I play an active role in formulating programmes					

**APPENDIX II: INTERVIEW GUIDE FOR TOP ADMINISTRATORS AND STAFF OF
CENTENARY BANK**

1. How long have you been an employee of Centenary Bank?
2. From your experience in this organisation, how do you gauge Centenary Bank employees' commitment to achieving the set goals?
3. What are the common causes of employee failure to accomplish their duties on time?
4. How are employees motivated in Centenary Bank?
5. What are the key intrinsic motivators for workers at Centenary Bank?
6. What are the key extrinsic motivators for the employees at Centenary?
7. How effective have been the current motivation strategies that Centenary Bank uses?
8. How best can Centenary Bank motivate its employees?
9. What are the key leadership styles in Centenary Bank?
10. Comment on the idea that these leadership styles have motivated employees?
11. How best can the leaders motivate their employees

APPENDIX III: DOCUMENTARY REVIEW LIST

The researcher will review the following documents during the course of data collection and analysis.

Document	Contact Person	Remarks
The year planner	Bank Manager	
Centenary Bank Manager	Bank Manager	
Pay Roll	Human Resource Manager	
Responsibility Allocation List	Human Resource Manager	
HR Manual	Human Resource Manager	
Other Documents	Human Resource Manager	

**APPENDIX IV: DETERMINING SAMPLE SIZE FROM A GIVEN POPULATION BY
SMALL SAMPLE TECHNIQUE FOR
SELECTION OF SAMPLE**

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364

Note.—*N* is population size.
S is sample size.