

**THE IMPACT OF EMPLOYEE MOTIVATION ON ORGANIZATIONAL
PRODUCTIVITY: A CASE STUDY OF CENTURY BOTTLING COMPANY**

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**A RESEARCH REPORT SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL
FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF BACHELORS OF
HUMAN RESOURCE MANAGEMENT OF UGANDA CHRISTIAN UNIVERSITY**

2023



DECLARATION

I KATWESIIME WILSON, declare that this report is my personal work. The information was gathered and presented by me and it has never been submitted by anyone for the award of any academic qualification

Signature Katwesiime Wilson

Date 17/08/2023

KATWESIIME WILSON

APPROVAL

This is to certify that this research report by Katwesiime Wilson on the topic "**the impact of employee motivation on organizational productivity in the privately owned enterprises in Uganda at century bottling company**" was done under my supervision and is hereby approved for submission for the award of a Bachelors Degree of Human Resource Management of Uganda Christian University.

SUPERVISOR: MR. KIBUUKA DAVID

Signature

Date..... 17 / August / 2023

DEDICATION

I dedicate this research to my lovely family that supported my education up to university, friends and lecturers especially my supervisor Mr. Kibuuka David who supported me endlessly without questions and who have always stood by me and encouraged me. Thank you for being there for me, showering me with your love for the long hours away from home as I pursued my studies



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Further acknowledgement will go to the entire Staff of the century bottling company, especially Namanve members for their input and valuable support services. I cannot leave out my friends at the University in the Human Resource Section for their contribution and support to this research.

I express my profound gratitude to all my friends for their co-operation, especially those with whom I pursued the Course.



ABSTRACT

The study investigated impact of employee motivation on organizational productivity at century bottling company Namanve, Kampala. The objectives of the study were; I) To assess the various forms of staff motivation, ii) To find out staff motivation challenges impending on organization productivity, iii) To suggest the solution to the staff motivation challenges

The study used cross-sectional research design in nature and this helped in collecting data from a wide section of study respondents. A sample of 30 employees century bottling company was used. Data was analyzed using frequencies and percentages were derived for easy interpretation and statistical tools like tables and figures were used.

The findings indicated that employee motivation is a leading factor in organizational productivity that is to say, motivation affects performance positively at century bottling company in that. it increases productivity it enhances job satisfaction and increase knowledge and skills when performing the work.

It finally recommended that employers should always give the tests to employees that have attained staff motivation and welfare during evaluation to see if it was conducted effectively.

In conclusion, the management of century bottling company should ensure that they do all the activities that are under the motivation programs in order to achieve effective leading to employee performance in the company.



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CHAPTER ONE

1.0 Introduction

This chapter covers the back ground of the study, statement of the problem the objectives of the study, research questions significance, the scope of the study and conceptual framework.

1.1 Background of the study

Many scholars have tried to define motivation and it's a well-studied field which has roots in many academic disciplines such as psychology, sociology, education, political science, and economics. Definition of motivation according to Society for Human Resource Management (2010), motivation is generally defined as the psychological forces that determine the direction of a person's level of effort, as well as a person's persistence in the face of obstacles. Bratton et al. (2007) defined it as a cognitive decision making process that influences the persistence and direction of goal directed behavior. Furthermore, Armstrong (2004) states that employee welfare programs rest mainly on the abstract ground of social responsibility on organizations for those who work for them.

Jennifer and George (2006) defined employee productivity as the level of effort put forth by the workforce of an organization towards achieving organizational goals and objectives. There are several ways by which a workforce can be motivated so as to enhance organizational productivity. In spite of all these apparent attendant problems of motivation, and productivity, every organization do necessarily seek means of ensuring continuous productivity, which would be geared towards the accomplishment of organization goals. The organizational system under study cannot be said to be different in any way, in terms of producing the results for which it was set up. In all these processes the private organization and indeed the banking industry has thus helped to make Ghana the country it is today.

Motivation/ staff welfare is one of the most important concepts of psychology and very vital for managers who direct the growth of their subordinates towards worthwhile goals (Adnan, 2005). Managers according to Ali, Abrar&Haider (2012) rank motivation of employees as the most serious problem that confronts them in the instruction of subordinates. This transfer of control is best supported by an organizational environment that is “organized to encourage and support a



continued, increasingly matured and comprehensive acceptance of responsibilities for one's own performance". In spite of all apparent problems of motivation and productivity, organizations seek means of ensuring continuous productivity, which would be geared towards the accomplishment of organizational goals.

Armstrong (2004) states that employee welfare programs rest mainly on the abstract ground of social responsibility on organizations for those who work for them. Organizations need highly performing employees in order to meet their goals to deliver the products and services they specialize in and hence achieve competitive advantage. According to Gayle and Brock (2004) organizations provide welfare facilities to their employees to keep their motivation levels high. The employee welfare programs can be classified into two categories viz. statutory and non-statutory welfare schemes (Cole, 2002).

Globally, organization can easily change their material, needs, goods and services with one another. But the only one resource which is not easily exchangeable is human resources. Therefore, human resources are the very important or most competitive assets of organizations that cannot be exchangeable. So the motivation and welfare are main factors that affect the productivity if human resources of the organization (Azar and Shafiqi, 2013). According to the Website- Business Growth journal, (2014), there are certain monetary and non-monetary motivational strategies already applied by Tesco such as free shares after a certain period of employment, employee pension schemes, employee discount cards, private healthcare facility, and gym memberships are especially highlighted and those are non-monetary motivation strategies adapted by Tesco already. In each year Tesco employees are allowed to communicate any motivational factors or inequality matters that they face. This has helped to greatly improve employee performance in Tesco.

In Africa according to the work of Akerele (1991), it was observed that poor remuneration is related to profits made by organizations. Wage gap between high and low income earners was related to the low morale, lack of commitment and low productivity. In addition, Nwachukwu (2014) blamed the productivity of Ugandan workers on several factors, among them is employer's failure to provide adequate compensation for hard work and the indiscipline of the privileged class that arrogantly displays their wealth, which is very demoralizing to working

class and consequently reduced their productivity. Judging from all these empirical studies and findings, one may generally conclude that a good remuneration package, which ties financial rewards to individual performance, can be expected to result in higher productivity.

In Uganda, staff motivation has evolved from being limited to staff training under the colonial authority in the early 1920s to being multidimensional today (Busingye, 2015). The limited financial resources Uganda has to prevent it from implementing best practices and enhancing public sector human resource management remains a major goal for enhancing service delivery. Therefore, to adapt to the shifting performance requirements brought on by globalization and modernization, the Hoima District Local Government (HDLG) has long used training of its staff in the form of induction, on-the-job, and off-the-job training (HDLG, 2016).

Century Bottling Company came into existence in 1886 may by Dr. John StythPermberton, a pharmacist in Atlanta Georgia, U.S.A coca cola was established in Uganda in the year 1953 with its first plant at Namanve but presently coca cola has over 193 plants whole over the world. Despite all the efforts Century Bottling Company has consistently made to facilitate their employees, workers' productivity is still low. Lack of proper strategies for motivation and welfare for employees in the company has been noted as one of the major threats which forms the need to carry out this research.

1.2 Problem statement

Motivation and welfare is about giving your staff the right mixture of guidance, direction, resources and rewards so that they are inspired and keen to work in the way that you want them to (Ludhans, 2012). Staff members are some of the most valuable assets therefore retaining motivated staff builds businesses and also reduces the cost of recruitment and training.

According to Mullins (2005), effectively motivating employees and providing them with better welfare benefits is one of the most important functions of an organization. However, there is evidence to show that organizations are facing challenges in achieving productivity due to limited opportunities for advancement given to employees, little pay, poor working conditions and lack of job security among others. Furthermore, Mugyenyi(2010) notes that the limited levels of motivation in Century Bottling Company has been due to limited financing and lack of

policies meant for effective implementation of staff motivation and welfare. This has led to poor productivity in terms of quality and quantity of products produced and responsiveness to customer demands which has further led to reduced profitability of the company hence the need to carry out the study on the impact of staff motivation on organizational performance

1.3 Purpose of the study

The purpose of the study was to find out the impact of staff motivation on organizational productivity.

1.4 Objectives of the study

To assess the various forms of staff motivation used by Century Bottling Company to improve organizational productivity.

To find out the staff motivation challenges impeding organizational productivity in Century Bottling Company and possible solutions.

To suggest solutions to staff motivation challenges impeding organizational productivity.

1.5 Research questions

What are the various forms of staff motivation used by Century Bottling Company to improve organizational productivity?

What are the staff motivation challenges impeding organizational productivity in Century Bottling Company and possible solutions?

What are solutions to staff motivation impeding organizational productivity?

1.6 Scope of the study

The study covered the geographical, time and content scope. Here focus was made on the area studied, time lag from where resources were got and the different sources of information.

1.6.1 Geographical scope

The study carried out at Century Bottling Company located in Namanve, industrial area. It was selected because it's one of the companies in Uganda that has tried to implement different staff motivation benefits in the bid to improve their productivity.

1.6.2 Time scope

The study focused on the period of 3 months from April to June 2023. This was because it's the period with current information about the staff motivation and welfare and organizational productivity in Uganda.

1.6.3 Content scope

The study focused on the impact of staff motivation on organizational productivity. It was limited to; assessing the various forms of staff motivation used by Century Bottling Company to improve organizational productivity, finding out the staff motivation challenges impeding organizational productivity in Century Bottling Company and possible solutions and examine the relationship between staff motivation and organizational productivity.

1.7 Significance of the study

The research findings and results that will be reported in this study will provide the management of Century Bottling Company with more reliable and scientific way of motivating employees in order to improve organizational productivity.

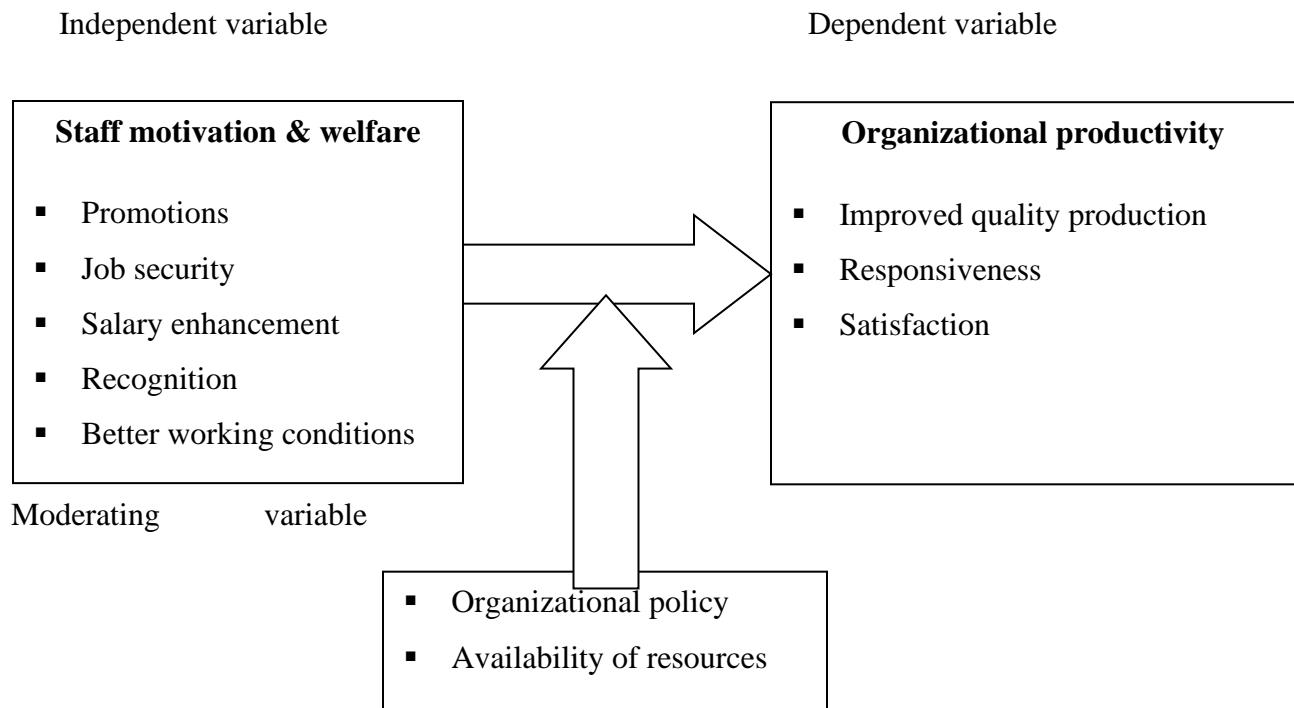
The findings and results of this study provided the policy makers like government agencies with invaluable insights and a more reliable guide to monitoring the impact of the operations of the government institutions in terms of staff motivation in order to improve productivity.

Findings of the study will be useful to future researchers and scholars as it will contribute to the body of knowledge in the area of staff motivation and its effects on organizational productivity. It will also assist other researchers to further their studies on areas of interest not yet exploited.



1.8 Conceptual framework

Figure 1: Shows the conceptual framework



Source: *Adapted from Boice&Kleiner (2007)*



CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

Literature review is a concise written account of what has been studied, argued and published on a topic by scholars and researchers. It highlights specific arguments and ideas in the field of study. The researcher presented arguments and attempt to show what has been studied in the field on the impact of staff motivation on organizational productivity. It demonstrates to the reader why the research is useful, necessary, and valid.

2.1 Concepts of key variables

2.1.1 Staff Motivation

There has been various definitions of motivation across different disciplines in the academia ranging from the fields of management, psychology to allied sciences. According to Ramlall (2004), motivation is derived from the Latin word “mover” which means to move. Butkus and Green (1999) also stated that motivation is derived from the word “motivate” which also means to move, push or persuade to act to satisfy a need.

Robbins (2005) defined motivation as the “willingness to exert high levels of effort toward organizational goals, conditioned by the effort’s ability to satisfy some individual need”. According to Robbins (2005), a need is an internal state that makes certain outcomes appears attractive and an unsatisfied need creates tension that stimulates drives within an individual.

Staff motivation is one of the policies of managers to increase effectiveness of job management amongst employees in organizations (Shadare et al, 2009). A motivated employee is responsive of the definite goals and objectives he/she must achieve, therefore he/she directs its efforts in that

direction. Rutherford (1990) reported that motivation formulates an organization more successful because provoked employees are constantly looking for improved practices to do work, so it is essential for organizations to persuade motivation of their employees (Kalimullah et al, 2010).

According to Derek, Laura Hall & Taylor (2002) no concept of human resource receives as much attention from academicians, researchers and practicing managers as motivation. The increased attention towards motivation is justified by several reasons. Motivated employees are always looking for better ways to do a job. This statement can apply to corporate strategists and to production workers when people actively seek new ways of doing things, they usually find them. It is the responsibility of managers to make employees look for better ways of doing their jobs. Understanding of the nature of motivation is helpful in this context.

A motivated employee generally is more quality oriented. This is true whether we are talking about a top manager spending extra time in data gathering and analysis. In either case, the organization benefits because individuals in and outside the organization see the enterprise as quality conscious. A clear understanding of the way motivation works helps a manager make his employees quality oriented. Highly motivated workers are more productive than a pathetic worker. The productivity of the workers becomes a question of the managements' ability to motivate its employees. An appreciation of the nature of motivation is highly useful for managers (Derek et al., 2002).

Every organization requires human resources in addition to financial and physical resources for it to function. Three behavioral dimensions of human resource are significant to the organization. (i) People must be attracted not only to join the organization but also to remain in it. (ii) People must perform the tasks for which they are hired and must do so in a dependable manner. (iii) People must go beyond this dependable role performance and engage in some form of creative, spontaneous and innovative behavior at work. For an organization to be effective, it must come to grips with the motivational problems of stimulating both the decisions to participate and the decision to produce at work (Derek et al., 2002).

Motivation as a concept represents a highly complex phenomenon that affects and is affected by a multitude of factors in the organizational milieu. A comprehensive understanding of the topic of motivation is thus essential in order to comprehend more fully the effects of variations in other



reactions such as leadership style, job realization and salary systems as they relate to performance and satisfaction (Derek et al., 2002).

Yet another reason why increasing attention is paid towards motivation can be found in the present and future technology required for production. As technology increases in complexity, machines tend to become necessary yet insufficient vehicles of effective and efficient operations. Modern technology can no longer be considered synonymous with the term automation. Consider the example of the highly technology based space programme in our country.

Researcher's view: In the researcher's view therefore, staff motivation can be seen as the act of an organization that involves enabling a good working environment with improved benefits to employees intended to increase their productivity at work place

2.1.2 Organizational productivity

Glen (2014) stated that the manufacturing sector is an ever changing beast and every year, the industry is faced with fresh challenges. The author stated that virtually all media houses constantly report the closure of industrial units, labour disputes between employers and their employees or reductions in the labour force due to recession and other economic dynamics. As a result, the image of manufacturing industries have been marred by low wages, high labour turnover, inadequate working conditions, poor performance and productivity (Githinji, 2014).

Productivity can be referred to as the quantity of work that is attained in a unit of time by means of the factors of production. These factors include technology, capital, entrepreneurship, land and labour. It is the link between inputs and outputs and increases when an increase in output occurs with a lesser than comparative increase in input. It also occurs when equal amount of output is generated using fewer inputs (ILO, 2005).

Bhatti (2007) and Qureshi (2007) were of the perspective that productivity can be seen as a measure of performance that encompasses both efficiency and effectiveness. It can also be referred to as the ratio of output or production capacity of the workers in an organization. It is the correlation that exists between the quantity of inputs and outputs from a clearly defined process. The performance of a business which determines its continued existence and development is largely dependent on the degree of productivity of its workers. Yesufu (2000) stated that the



prosperity of a nation as well as social and economic welfare of its citizens is determined by the level of effectiveness and efficiency of its various sub components.

Productivity is a total measure of the efficiency or capacity to transform inputs that is raw materials into finished products or services. More precisely, productivity is a measure that indicates how well essential resources are used to accomplish specified objectives in terms of quantity and quality within a given time frame. It is suitable when measuring the actual output produced compared to the input of resources, taking time into consideration. Hence, productivity ratios indicate the extent at which organizational resources are effectively and efficiently used to produce desired outputs. Efficiency takes into account the time and resources required to execute a given task. Therefore, it can be concluded that effectiveness and efficiency are significant predictors of productivity.

2.2 Forms of staff motivation used to achieve productivity

There are two types of motivation, intrinsic and extrinsic motivation thus it is important to understand we are not all the same; thus effectively motivating your employees requires that you gain an understanding of the different forms of motivation, such an understanding will enable the organization to better categorize the team members and apply the appropriate form of motivation accordingly.

The first one is called intrinsic motivation and it refers to the motivation that comes from inside the individual. It is an internal desire that stems from feelings such as pride for contributing to something worthwhile, being excited by work related challenges and satisfaction in the personal development or growth that may come from tasks or certain work activities that we perform. Extrinsic motivation on the other hand occurs when external factors such as praise, salary and status, influence our levels of motivation. There are obviously a lot more definitions of motivation but it is clear that they all agree that motivation is a psychological process that influences those internal motives responsible for directing our behavior aimed at reaching specific goals and objectives through meaningful result orientated actions.

2.2.1 Intrinsic motivation

This is related to psychological rewards such as the opportunity to use one's ability such as a sense of challenge and achievement, receiving appreciation, positive recognition and being treated in a caring and considerate manner.

Mullins, 2005 elaborates that psychological rewards are those that can usually be determined by the actions and behavior of the individual managers.

Intrinsic motivation is an inducement derived from within the person or from the activity itself and, positively affects behavior, performance, and well-being (Ryan & Deci, 2000) (page. 56). In contrast to extrinsic motivation, intrinsic motivation is said to exist when behavior is performed for its own sake rather than to obtain material or social reinforcers.

Intrinsic rewards like recognition creates role models and communicates the standard. A study of what motivates senior managers by Analoui (2000) reveals discontent with the managerial style and traditional attitudes of top management who take things for granted. Good work and high quality performance are not often recognized. The old style and culture of passive interaction still persists especially in ministries and other government organizations where some top management is referred to as old guards who have not really changed. Lack of recognition is not always a direct consequence of the presence of old values and traditional managerial styles.

Torrington et al (2002) on the other hand indicates that poor human resource management seriously de-motivates employees.

Management styles tend to be authoritarian with limited participation, delegation, and communication with respect to major school management functions. Employees subjected to these types of management regimes feel like we are treated as children.

Meir (1972) notes that while workers are interested in advancing their financial position, there are many other considerations such as opinions of their fellow workers, their comfort and enjoyment on the job and their long range security that prevents them from making a direct automatic positive response to an incentive plan, this implies that for employees to perform and have better results they must be motivated by a token of appreciation.



Stone (1988) also found that the effectiveness and intrinsic reward relationship follows the social challenge theory; employees ‘performance is giving back to organizations from which they get their satisfaction.

The observation by (Ryan& Stiller, 1991) says that intrinsic motivation has emerged as important phenomena for educators_ a natural wellspring of learning and achievement that can be systematically catalyzed or undermined by parent and teacher practices.

2.2.2 Extrinsic Motivation

It is related to tangible rewards such as salary and fringe benefits, security, promotion, contract of service, the work environment and conditions of service. Extrinsic motivators can have an immediate and powerful effect but will not necessary last long (Mullins, 2005; Armsrong, 2003).

Bernard & stoner (2005) proposes the following are incentives for employees: Salary, Wages and conditions of service as explained the same way by Sansone & Harackiewicz (2000), extrinsic motivation results from the attainment of externally administered rewards, including pay, material possessions, prestige, and positive evaluations from others. In this study, extrinsic motivation of employees included externally administered rewards like salary, free accommodation, free meals, weekly duty and allowances, advance payments in case of financial problems, leave of absence and free medical care among others.

Wayne (1998) asserts that a reward in form of pay has a strong impact on the employees ‘performance. Bratton (2003), agree with Wayne when they state that pay is one of the most powerful motivating tools. Similarly, Armstrong (1996) emphasizes the value of extrinsic motivation when he says that money provides the means to achieve a number of different ends.

Above all he asserts that money in form of pay is the most obvious extrinsic reward.

Kiseesi (1998), in her study about job satisfaction of workers recommends that salaries of workers should be paid promptly and that promotion of workers should be accompanied by a corresponding increase in the salary they earn. She observes that salary is a strong force that keeps workers at their jobs.

The researcher feels that this is recognition of the fact that salary is vital in causing satisfaction among workers and hence likely to influence performance.

A study on difference among levels of employees in terms of rewards is researched by Maicibi (2003) who observes that rewards such as sickness payment, contributory pension schemes, free life insurance and subsidized canteens are fairly evenly spread across all levels of employees. Maicibi (2003) in agreement with the above view notes that salary is a job satisfier for junior staff in organizations, while not a strong satisfier for senior staff. Therefore, all employees need the desire to be satisfied at work and once all are motivated, their performance will definitely increase.

Grusky (in print) explains more about rewards as the most important factors which influence the strength of a person's attachment to an organization. He says that if a person discovers that he cannot obtain the rewards he originally desired, he either leaves the organization or joins another, or if it is not feasible, he accepts those rewards which he can obtain and at the same time feels less committed to that organization. On the other hand, obtaining rewards sought operates to further his felt obligation to the organization and this commitment is strengthened.

Similarly, Armstrong (1996) emphasizes the value of financial rewards when he says that money provides the means to achieve a number of different ends. Kiseesi (1998) in her study about job satisfaction of workers recommends that, salaries of the workers should be paid promptly and that promotion of workers should have a corresponding increase on the salary they earn. Therefore, from the above expression, financial rewards have greater effects than non-financial rewards on motivation of employees.

2.3 Staff motivation challenges

Pork working environment: Employee level of motivation is also hindered by the quality of the working environment both its physical attributes and the degree to which it provides meaningful work. While a comfortable physical environment is correlated with employee motivation, the relationship is not merely as strong as the relationship between motivation and managerial behavior (Yazdani et al 2011). Work environment plays an essential role since it influences employee motivation. Employees are concerned with a comfortable physical work environment

that will ultimately provide extra optimistic level of motivation. Lack of favorable working conditions, amongst other things, can affect badly on the employee's mental and physical well-being. According to Arnold and Feldman (1996) factors such as working hours, temperature, ventilation, noise, hygiene, lighting, and resources are all part of working conditions.

Lack of other benefits: Robert (2006) commented that, companies that keep morale high with periodic incentives, enhance their production. Robert (2006) added that, human beings thrive on appreciation and receiving incentives sends the message that they are valued and appreciated. Whether the incentive is something concrete, such as bonuses, a free lunch or any other tangible evidence of appreciation, motivation will increase to an all-time high. Intangible tokens, such as an employee of the month award will serve the same motivating purpose (Robert, 2006). Research has suggested that rewards lead to satisfaction of the employee which directly influences performance of the employee (Kalimullah et al, 2010). All businesses use pay, promotion, bonuses or other types of rewards to motivate and encourage high level performances of employees (Reena et al, 2009). To use salaries as a motivator effectively, managers must consider salary structures which should include importance organization attach to each job, payment according to performance, personal or special allowances, fringe benefits, pensions and so on (Armstrong, 2007).

Weak leadership: Leadership is about getting things done the right way, to do that you need people to follow you, you need to have them trust you. And if you want them to trust you and do things for you and the organization, they need to be motivated (Baldoni, 2005). Theories imply that leader and followers raise one another to higher levels of morality and motivation (Rukhmani.K, 2010). Motivation is purely and simply a leadership behavior. It stems from wanting to do what is right for people as well as for the organization. Leadership and motivation are active processes (Baldoni.J, 2005).

Failure to empower employees: Lack of empowerment hinders motivation of employees in organizations and reduces sense of belonging and pride in the workforce. In fact, it builds a Win-Win connection among organizations and employees; which is considered an ideal environment in numerous organizations and their employees (Cole, 2003). Empowering can flourish virtual human capacities. Empowered employees focus their job and work-life with additional

importance and this leads to constant progress in coordination and work procedures. Employees execute their finest novelties and thoughts with the sense of belonging, enthusiasm, and delight, in empowered organizations. Adding up, they work with a sense of responsibility and prefer benefits of the organization to theirs (Yazdani,B.O. et al, 2011).

At the same time, there is some evidence that job enrichment may sometimes cause employees to be dissatisfied. The reason may be that employees who are given additional autonomy and responsibility may expect greater levels of pay or other types of compensation, and if this expectation is not met, they may feel frustrated. One more thing to remember is that job enrichment may not be suitable for all employees. Not all employees desire to have control over how they work, and if they do not have this desire, they may feel dissatisfied in an enriched job (Whittaker, 2008).

Lack of trust: Trust is defined as the perception of one about others, decision to act based on speech, behavior and their decision (Hassan et al, 2010). If an organization wants to improve and be successful, trust plays a significant role so it should always be preserved to ensure an organization's existence and to enhance employees' motivation (Annamalai.T, 2010). It can make intrapersonal and interpersonal effects and influence on the relations inside and out the organization (Hassan et al, 2010).

Poor communication within the organization: Managers can stimulate motivation by giving relevant information and making it readily available to the employees. To this researcher it seems that there is no known organization in which people do not usually feel there should be improvement in the way departments communicate, cooperate, and collaborate with one another. Information availability brings to bear a powerful peer pressure, where two or more people running together will run faster than when running alone or running without awareness of the pace of the other runners. By sharing information, subordinates compete with one another hence lifting up each other's self-confidence (Chiang and Jang, 2008).

Lack of promotional opportunities; Promotional opportunities affect employee motivation considerably. The desire for promotion is generally strong among employees as it involves change in job content , pay, responsibility , independence and status among others .An average employee in a typical government organization can hope to get two or three promotions in his



entire service , though chances of promotions are better in private sector . It is no surprise that the employees take promotion as the ultimate achievement in their career and when it is realized, he/she feels extremely satisfied (Turkyilmaz et al, 2011).

Researcher's view: In conclusion, it can be noted that there are several factors like lack of trust, poor working conditions and poor communication that can critically reduce the productivity of employees in the organization. As noted by several scholars, it is essential for managers to continuously find out such motivation challenges and make all possible ways to remove them so as to effectively increase organizational productivity.

2.4 Solutions to staff motivation challenges

Motivation of the workers depends on a number of factors. Determinants of worker motivation originate at the individual level, the immediate organizational level and the environmental level (Bennett and Franco, 2009). Thus motivational strategies can be looked at from any of these levels after careful assessment of where the greatest impact can be attained. According to Zurn (2003), there are several incentives or motivational factors under each level. There is a small but growing body of qualitative studies looking at motivation of workers in developing countries that indicate the limitations of financial incentives on motivation and that reveal the importance of non-financial incentives (Mutizwa Mangiza, 2018).

According to Milton (2011), stimulation is understood as an external interference of human behavior, systematically influencing and regulating human motivation. We stimulate people, because we want them to do what we desire. There are various ways to stimulate workers to make them work more efficiently. The following chapter gives information about different types of incentives that can be used by a company to motivate its employees.

Incentives: Organizations have various possibilities how they can evoke motivation in the employees. It should be pointed out that incentives are effective only when they are in accordance with the employees' needs. If a person's thirst is the main item they desire is something to drink. This is the same with incentives. When a person's main wish is to be recognized by others, money is not as a powerful incentive as a public praise and promotion.



For incentive to be a powerful motivator, they have to be in agreement with the individual's desires. It is generally known that the more advanced the organization, the greater the versatility of incentives used (Kokn, 2013). An organization can choose between tangible and intangible non-financial reward and intangible reward.

Tangible reward: Tangible reward, in other words, monetary reward can be financial and non-financial. Financial reward is given to employees for time spent on the job, according to the position held, the amount of responsibility, performance and other criteria. Stephen P. Robins and David A. Decenzo, (2007) argue that financial incentives are the most motivating if they are related to the performance and they are not the only theorists who claim this.

An employee should be able to see a clear linkage between the effort they put into the task and the reward received the incentives are often labeled as PRP (Performance Related Pay). According to Stephen and Decenzo (2007), non-financial rewards are designed to enrich employee's lives. Among them we can name allowances, commissions, incentives and bonuses.

Even though money is a very useful incentive tool in improving employee motivation, it does not work for everyone. Gizela Hagemannova (2015) and many other theorists claim tangible incentive work until an employee experience lack of money for their standard of living. Therefore we can assume that money would be a very good motivator for ordinary workers, but would not be as powerful motivator for managers, who generally earn enough money to cover their needs and therefore search for other specific features organization can offer them. For this purpose organizations has to look for different incentives, which will give managers the feeling that they that they are valued by the organization. This are referred to as intangible rewards.

Intangible reward: Most employees' honor when their work effort is recognized by their employers, therefore organizations should devote more time to express appreciation to their staff. However, money is not the only way to do this. There are incentives that lack a material factor, but still have a great power to motivate. A public praise, a promotion and a positive evaluation are just some examples of intangible rewards. It is widely discussed which type of incentive is the most powerful. However, every employee has different values and therefore what stimulates one employee may not be what stimulates the other. Although there are countless ways of to stimulate employees' motivation, it is the task of the human resource manager to find out the



most effective one. The previously mentioned facts showed a close connection between an individual's inner motivation and stimulation that mainly comes from outside (Arnold and Feldman, 2016).

Proper leadership: Employees can also be motivated through proper leadership, as leadership is all about getting thing done the right way. In order to achieve these goals, the leader should gain the employees' trust and make them follow him. Nevertheless, in order to make them trust him and complete their tasks properly for the organization, the employees should be motivated (Baldoni, 2005). The leaders and the employees help one another to attain high levels of morality and motivation.

Putting in place training programmes; Irrespective of the degree of technical automation, attaining high levels of productivity is influenced by the level of motivation and effectiveness of the staff. Therefore, developing and implementing employee training programs is a necessary strategy to motivate workers. In addition, a good communication between the managers and the workforce can instigate motivation, as the degree of ambiguity decreases.

Employee empowerment: Empowerment is defined according to Bennis (2009) as an approach to leadership that empowers subordinates as a main constituent of managerial and organizational effectiveness. Moreover, employees are given authority and the freedom to make decisions, which encourages them to discover and use their full potential. Having more control over their own jobs is the main driving force of empowerment that encourages growth and better productivity. Therefore, the empowerment process focuses on solving the problems of the organizations by people. Furthermore, empowering makes workforce feel appreciated and that their feedback on performance is valuable for the organization. The contribution of the employees and their participation in designing the organization are essential for the well-being of the organization, as individuals should do efforts in the environment where they are responsible for their actions (Kreitner, 2015).

Planning and career development: One of the best ways to ensure employee motivation and long-term commitment and loyalty of employees to the organization is to transform a job of some into a career for that employee (Harrington, 2011). Indeed the best way to keep employees is to make them understand that they have a future in the organization and thus will devote personal time to



prepare for the opportunities for promotion that might occur. Although in literature career planning is considered a key element in the human resources motivational strategy and an essential component of career management, practice shows that managers do not give due importance considering it's a pointless waste of time and resources (Marinas, 2010).

Coaching and mentoring: Coaching is "an interactive process through which managers and supervisors seek to resolve motivation issues or to develop staff capacity through collaboration and based on three components: technical support, personal support and individual challenge" (Luecke, 2004). The aim of the coaching is to improve professional performance, correct inappropriate behaviors and unlock a person's potential to maximize their own performance.

Researcher's view: In conclusion, it can be noted that there are several motivational strategies that an organization can put in place in order to improve employees' performance for example increase in salaries, continuous training and promotions among others. However, organizations need to emphasize on the critically studying its employees first by carrying out assessments and inquiries as this will give them a platform on determining the motivational strategies that need to be adopted and offered to these employees.

2.5 Staff motivation and organizational productivity

Various studies have examined the effect of extrinsic and intrinsic motivation on a workers' performance and productivity levels. Also most of these studies have obtained different results from their analysis (Jibowo, 2007). For instance, Rewards that an individual receives be it intrinsic or extrinsic are very essential in understanding the concept of motivation. Previous studies have proposed that rewards leads to fulfillment and can affect a worker' to be affected, which directly influences the performance as well as productivity levels of the employee. Lawler (2018) stated that certain elements affect worker's productivity levels in relation to their jobs. First, productivity is dependent on the amount of monetary or non-monetary benefits they actually receive as opposed to the amount they feel they deserve.

Generally studies conducted on the impact of motivation as it relates to workplace productivity has drawn significant attention in the aspect of management; however it has been basically disregarded by most establishments. This may be due to the fact that the concept of motivation is

complex and relative in the sense that what may appeal to an individual may not appeal to another (Reilly, 2003).

Most organizations through use of incentives seek out ways to motivate their work force. These incentives could be in form of good working conditions, work environment and compensation amongst others. Incentives are regarded as variable payments (monetary and non- monetary) made to workers or a team of workers based on the quantity of output or results attained. On the other hand, it can be seen as payments made with the purpose of stimulating workers' performance and productivity levels towards achieving greater objectives (Banjoko, 2006).

Incentives can also be described as any compensation with the exception of basic wages or salaries that vary based on the capacity of the workforce to attain certain standards, such as pre-determined procedures and stated organizational goals and objectives (Martocchio, 2006). Therefore one can conclude that there is a link between motivation and productivity this is due to the fact that a lack of motivation leads to a decrease in productivity and vice versa.

The research carried out by Lin (2007) on the assessment of intrinsic and extrinsic motivation on employee productivity, The results gotten from the examination revealed that there was a significant correlation between extrinsic motivation and the productivity level of the workers, while that of intrinsic motivation was statistically less significant than extrinsic even though a correlation also existed between intrinsic factors and workers' productivity levels. As a result, implications of the findings for future study were stated.

Jibowo (2007) in the study; motivation and workplace productivity amongst workers basically assumed the similar methods as (Herzberg, 2000). The study shows some supports for the impact of motivation on productivity. However more value was placed on extrinsic factors than intrinsic. Another research by Centres and Bugental (2007) also based their inquiry on Herzberg's two- factor theory of motivation, which divided job variables into several groups: hygiene factors and motivators.



CHAPTER THREE

METHODOLOGY

3.0 Introduction

In this chapter the researcher described how the study was conducted. Inclusive is the research design, the study area and the population, sampling procedures, sampling size and composition, data collection methods, data processing data analysis methods, data quality control, reliability and ethical consideration.

3.1 Research design

This study used a cross-sectional research design. Under this design, data from respondents were collected at a single point in time without repetition from the representative population. In addition, cross-sectional design involves the use of correlation and regression analysis which were used to determine the relationship between staff motivation and organizational productivity. It was used because it reduces time wastage and costs and it also gives useful conclusions in the form of statistics and in-depth details about the study.

The mixed-method research combining quantitative and qualitative research approaches were also used during the study. The quantitative study will conduct using questionnaires with the

lower employees from different departments in Century Bottling Company. The quantitative approach will use with the objective of evaluating the relationship between staff motivation and organizational productivity. Qualitative study was conducted using interviews where the top management especially from human resource department was used as key informants in order to get an in-depth analysis about the topic and these were also considered as key informants since they have the relevant knowledge about the topic under study.

3.2 Study area

The study was carried out at Century Bottling Company Limited (Coca Cola), P.O Box, 3990 Namanve, Uganda along Kampala Jinja high way. It was selected because it's one of the companies in Uganda that has tried to implement different staff motivation and welfare benefits in the bid to improve their productivity.

3.3 Study population

According to Robert Muwagula the regional sales manager of Coca Cola, there are more than 100 employees employed in the companies in all regional branches. The staff of Century Bottling Company in Namanve who are usually involved in strategic planning were included in the study totaling to 100 staff from departments like; Productions department, I.T department, accounts department, administration, auditing, procurement and sales and marketing among others. This was because they are the people expected to have the necessary information.

3.4 Sample size and sample size determination

A sample is part of the target or accessible population that has been procedurally selected to represent it (Oso and Onen 2009) defines a sample as a part of the population which is studied in order to make inferences about the whole population. The sample of the study was gotten from several departments including; Productions department, I.T department, accounts department, administration, auditing and sales and marketing among others.

The sample size was computed basing on the Taro Yamane (1973) method of calculation of sample size. The formula and computation were presented below;

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

“n” is sample size, “N” is population and “e” is error (0.05) or level of confidence 95%

$$n = \frac{100}{1 + 100(0.05)^2}$$

$$n = \frac{100}{1 + 100(0.025)}$$

$$n = \frac{100}{1 + (2.5)}$$

$$n = \frac{100}{3.5}$$

$$n = 30$$

Therefore, the sample size comprised of 30 respondents

3.5 Sampling methods

The researcher used both stratified and simple random sampling methods. Purposive sampling method was used to select the top administration and human resource management of Century Bottling Company. This was because of their knowledge about the subject study and given that they are few in number.

The lower management from the other departments in Century Bottling Company was selected using simple random sampling given that these are big in number and using this method eased their selection and gave each person a chance to participate in the study, simple random sampling is preferred because its procedure is un biased and prevents bias in their work and makes research on large populations more practical.

3.6 Sources of data

While carrying out the research study, both primary and secondary data were employed by the researcher.

3.6.1 Primary source

Primary data is important for all areas of research because it is unvarnished information about the results of an experiment or observation. Primary source provides first-hand information or direct evidence concerning a topic under investigation. This source was created by witnesses or recorders who have experienced the events or conditions being documented often, this source was created at the time when the events or conditions were occurring, but primary source can include autobiographies, memoirs, and histories recorded later (Yale collections collaborative project (c)2008 Yale University. This source was used to gather new information from the participants as regards the topic and area under study.

3.6.2 Secondary source

Secondary data is collecting and possibly processing data by people other than the researcher in question. For the purposes of a historical research project, secondary sources are generally scholarly books and articles. Also included were reference sources like encyclopedias. This source was used to collect data from the already written literature for example text books, journals, newspapers and periodicals.

3.7 Data collection instruments

The researcher collected data from respondents by use of a questionnaire guide which was used as a tool or instrument of data of data collection.

3.7.1 Questionnaire guide

Ahuja (2009) define a questionnaire as a structured set of questions usually sent by mail, though sometimes it is delivered by hand. The researcher used both open-ended and closed-ended questions which according to Ahuja (2009) refer to fixed choice questions which require the respondent to choose a response from those provided by the researcher. These questions were good in a way that they provided a greater uniformity of the responses. Secondly, they saved time of answering since the responses were provided and the respondents were only required to tick.

3.7.2 Interview guide



The interview guide on the other hand will use to obtain data from the key informants comprising mainly of the human resource management of Century Bottling Company since they make the financial decisions and strategies for staff motivation and welfare. The interview guide comprised of semi structured questions which are meant to get an in-depth analysis from the respondents about the study. The use of the interview guide provided room for in depth analysis of the actual situation prevailing in the company. The information obtained from this source was used for validation of that obtained from other primary sources.

3.7.3 Documentary review

This is another method which was used for the purpose of collecting the secondary data to supplement the primary data. This is information collected by other researchers and it may not be necessarily been analyzed or published. The researcher consulted various documents like the annual reports of Century Bottling Company which contain the relevant information about the study. Other sources included files, circulars, journals, manuals, website and pamphlets which contains relevant information for the study.

3.8 Data collection procedure

The researcher got an introductory letter from the Faculty of Business and Administration. This letter introduced the researcher to Century Bottling Company, and these in turn introduced her to the study population. Informed consent was obtained from all respondents before including them in the study. Confidentiality was also promised and kept. The respondents were informed about the nature and purpose of the study and their right to participate or not to participate. Upon agreeing to participate, the respondents were notified of the time and date when questionnaires were issued.

3.9 Data analysis

3.9.1 Quantitative data analysis

Data analysis was done with the aid of the package (SPSS) which besides being user friendly, is appropriate for handling the correlations between the variables plus regressions in the study. All variables were assigned with names and coded for computer entry. Secondly all the responses

were coded to facilitate computer data in-put. Thirdly, after data entry is completed, negatively worded scales were recorded and assigned with new values. Fourthly, in order to get composite scores for items on a scale, target variables were computed. Fifthly, data were screened in order to minimize data entry errors. Quantitative data was analyzed using descriptive statistics and Pearson Correlation to examine the relationship between the independent and the dependent variable in the study.

3.9.2 Analysis of qualitative data

This involved content analysis. Thus, qualitative data was edited and reorganized into meaningful phrases. In other words, a thematic approach was used to analyze qualitative data where themes, categories and patterns were identified. The recurrent themes, which emerged in relation to each guiding question from the interviews, were presented in the results, with selected direct quotations from participants presented as illustrations.

3.10 Ethical considerations

According to Nsubuga&Katamba (2013) ethical issues include setting clearances from the ethical body and consent of the respondent. It refers to the moral justification of the investigation or intervention; as regards the minimal about disregard, safety and psychological wellbeing of the person and or community. The researcher exhibited a high level of ethical behaviour in the course of implementing the study; confidentiality where the information got from the field was only used for academic purposes. There was also anonymity of the respondents exhibited so that they got the freedom to express themselves. More so, informed consent was obtained from all respondents before including them in the study.

3.11 Limitations and the solutions

The cost of carrying out the study was high considering that the researcher had limited resource like transport and stationary that was used in typesetting, printing and photocopying the proposal and dissertation. This challenge was however solved by appealing to relatives, friends and well-wishers for support of the study with a hope of being beneficial to them.

Time to conduct research study in depth was not enough however; this was solved by formulating appointments with the supervisor in addition to the researcher being committed.

The research also encountered lack of enough data and information from the respondent for the study as some respondents were reluctant and fearing to give out information about the study case. This was however solved by assuring such respondent that the information collected would be for academic purposes only and that it was treated with utmost confidentiality.



CHAPTER FOUR

ANALYSIS AND DISCUSIONS OF THE FINDINGS

4.0 Introduction

This chapter consists of data presentation, analysis and interpretation of the findings on the themes of the study.

4.1 Response rate

The study did have a response rate of 100 percent, and thus the turn up is indicated in table 4.1 below.

Table 4.1 showing the Response Rate

| Category | Target sample | Percent |
|----------|---------------|---------|
|----------|---------------|---------|

| | | |
|--------|----|-----|
| MALE | 18 | 29 |
| FEMALE | 12 | 71 |
| TOTAL | 30 | 100 |

Source: primary data 2022

According to the table above, the response rate attained 100% results, the findings of the study indicated that 40% of the respondents were female while 60% of the respondents were male

4.2 Demographic analysis

Table 4.1 shows the gender of the respondents

| Gender | Frequency | Percentage |
|--------|-----------|------------|
| Male | 18 | 60% |
| Female | 12 | 40% |
| Total | 30 | 100 |

Source: field data (2022)

The findings from the study reveal that 60% of the respondents were male, 40% of the respondents were female. The findings from the study show that there are more men employed in century bottling company

Table 4. 2 shows the age bracket of the respondents

| Gender | Frequency | Percentage |
|--------------------|-----------|------------|
| 20-30 years | 12 | 40% |
| 31-40 years | 10 | 33.3% |
| 41 years and above | 08 | 26.6% |



| | | |
|-------|----|------|
| Total | 30 | 100% |
|-------|----|------|

Source: field data (2022)

The findings from the reveal that 40% of the respondents were in the age bracket of 31-40 years, 33.3% of the respondents were in the age bracket 20-30 years, 26.6% of the respondents were 41 years and above. The findings from the study imply that the average age of respondents in century bottling company is 36 years.

Table 4.3 shows the education level of the respondents

| Education level | Frequency | Percentage |
|-----------------|-----------|------------|
| Postgraduate | 08 | 26.6% |
| Degree | 10 | 33.3% |
| Diploma | 12 | 40% |
| Total | 30 | 100% |

Source: field data (2022)

The findings from the study show that 33.3% of the respondents were degree holders, 26.6% of the respondents were postgraduate holders, 40% of the respondents were diploma holders, the findings from the study imply of the respondents from century bottling company are educated.

4.3 The forms of staff motivation towards organizational productivity

Table 4.6 shows the forms of staff motivation towards organizational productivity.

| | | | | | | | | |
|---|-------------------------------|-------|--------|-------|--------|----|-------|------|
| 1 | Salary enhancement | 51.9% | 48.1 % | 0% | 0% | 0% | .505 | 1.48 |
| 2 | Job security | 34.6% | 50% | 15.4% | 0% | 0% | .687 | 1.81 |
| 3 | Better working conditions | 53.8% | 0% | 0% | 46.2 % | 0% | .503 | 1.54 |
| 4 | Attainment of rewards | 38.5% | 46.2 % | 15.4% | 0% | 0% | 1.007 | 1.92 |
| 5 | Staff achievement recognition | 69.2% | 30.8 % | 0% | 0% | 0% | .466 | 1.31 |

Source: field data (2022)

The findings from the study reveal that 51.9% strongly agreed that a salary enhancement led to staff motivation, 48.1% of the respondents also agreed with the statement and however, the same statement and the above table revealed that the *standard deviation* is 0.05 and the *mean* is 1.48.

The findings from the study reveal that 50% of the respondents agreed that job security encourages cooperative efforts rather than competitive ones. 34.6% of the respondents also strongly agreed with the statement, 15.4% of the respondents were not sure about the statement. the above table revealed that the *standard deviation* is 0.687 and the *mean* is 1.81.

The findings of the study also reveal that 53.8% of the strongly agreed that better working condition become an important aspect of being effective. 46.2% of the respondents disagreed with the statement and however, the same statement and the above table revealed that the *standard deviation* is 0.503 and the *mean* is 1.54.

The findings from the study further reveal that 46.2% of the respondents agreed that employee reward attainment was a form of staff motivation. 15.4% of the respondents were not sure about the statement and however, the same statement and the above table revealed that the *standard deviation* is 1.007 and the *mean* is 1.92.

The study further revealed that 69.2% of the respondents strongly agreed that employee achievement recognition was important for an organizational and reflect on the willingness to defend human rights. 30.8% of the respondents also agreed with the statement and however, the

same statement and the above table revealed that the *standard deviation* is 0.466 and the *mean* is 1.32

In summary, the findings indicate the form of staff employee motivation towards organizational productivity at century bottling company that is salary enhancement, job security, better working conditions in the company as evidenced by the majority that agreed strongly with the highest percentages with statements in the table above.

4.4 The employee motivation challenges impeding organizational productivity.

Table 4.7 shows the employee motivation challenges impeding organizational productivity.

| | Statement | SA | A | N | D | SD | St De | Mean |
|---|-----------------------------|------------|------|------|------|----|-------|------|
| 1 | Poor working environment | 57.7% % | 42.3 | 0% | 0% | 0% | .499 | 1.42 |
| 2 | Lack of employment benefits | 26.9% % | 46.2 | 3.8% | 23.1 | 0% | 1.096 | 2.23 |
| 3 | Weak leadership | 26.9% % | 65.4 | 0% | 7.7% | 0% | .758 | 1.88 |
| 4 | Lack trust | 30.8% % | 69.2 | 0% | 0% | 0% | .471 | 1.68 |
| 5 | Poor communication | 76.9% % | 23.1 | 0% | 0% | 0% | .425 | 1.23 |

In summary, the findings indicate that employee motivation challenges have negatively affected organizational productivity at century bottling company that is there is poor working

environment, lack of employment benefits, weak leadership, lack of trust, poor communication in the company as evidenced by the majority that agreed strongly with the highest percentages with statements in the table above.

Findings are in relation with (Cole2003) who commented on another employee motivation challenge that affect organizational productivity that is to say failure to empower employees hinders motivation of employees in organization and reduces sense of belongs and pride in the worker force

4.5 The solutions to staff motivation challenges impeding organizational productivity.

Table 4.8 shows the solutions to staff motivation challenges impending organizational productivity.

| | Statement | SA | A % | N | D | SD | St De | Mean |
|---|----------------------------------|-------|-----------|----|----|----|-------|------|
| 1 | Employee training programs | 46.2% | 53.8 % | 0% | 0% | 0% | .503 | 1.54 |
| 2 | Employee stimulation | 57.7% | 42.3 % | 0% | 0% | 0% | .499 | 1.42 |
| 3 | Introduction of tangible rewards | 50% | 50% | 0% | 0% | 0% | .505 | 1.50 |
| 4 | Proper leadership | 73.1% | 26.9 % | 0% | 0% | 0% | .448 | 1.27 |
| 5 | Creating employee incentives | 61.5% | 38.5 % | 0% | 0% | 0% | .491 | 1.38 |

Source: field data (2022)



The study revealed that 53.8% of the respondents agreed that job security can differ between people 46.2% of the respondents also strongly agreed with the statement and however, the same statement and the above table revealed that the *standard deviation* is 0.05 and the *mean* is 1.54,

The study also revealed that 57.7% of the respondents strongly agreed that job security was continued assurance of gainful employment. 42.3% of the respondents also agreed with the statement and however, the same statement and the above table revealed that the *standard deviation* is 0.499 and the *mean* is 1.42.

The study also revealed that 50% of the respondents strongly agreed and agreed that job security usually arises from the terms of the contract of employment however, the same statement and the above table revealed that the *standard deviation* is 0.505 and the *mean* is 1.50.

The study revealed that 73.1% of the respondents strongly agreed that employability has substituted paternalism and job insecurity .26.9% of the respondents also agreed with the statement and however, the same statement and the above table revealed that the *standard deviation* is 0.448 and the *mean* is 1.27.

In summary, the findings indicate that employee motivation solutions have positively affected organizational productivity at century bottling company that is employee training programs, employee stimulation, introduction of tangible benefits, proper leadership, and creating employee incentives in the company as evidenced by the majority that strongly agreed with the highest percentages with statements in the table above.



CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

The study was aimed at establishing the impact of staff motivation on organizational productivity, a case of century bottling company. This chapter presents summary of the findings, conclusion and recommendations.

5.1 Discussion of the findings

5.1.1 The forms of staff motivation towards organizational productivity.

Staff motivation can flourish virtual human capacities (Yazdani, B.O. et al, 2011!). It was found out that motivated employees focus their job and work-life with additional importance and this leads to 44 constant progresses in coordination and work procedures and this was indicated by the majority.

The majority of the respondents according to the findings strongly agreed that a motivated employee is equally oriented and motivation took different forms such as salary enhancement,

The findings from the study reveal that majority of the respondents agreed that a salary system encourages cooperative efforts rather than competitive ones. While other respondents also strongly agreed with the statement. This implied that there was a positive correlation between various forms of motivation and organizational productivity.

5.1.2 The different employee motivation challenges towards organizational productivity.

The findings from the study reveal that 57.7% of the respondents strongly agreed that employees who are satisfied from their work environment can lead towards more positive outcomes hence poor working conditions were a great challenge towards employee motivation, 43.3% of the respondents also agreed with the statement and however, the same statement and the above table revealed that the *standard deviation* is 0.499 and the *mean* is 1.42.

The study reveals that 46.2% of the respondents agreed that lack of employment benefits are usually a demotivating challenge. 26.9% of the respondents also agreed with the statement and however, the same statement and the above table revealed that the *standard deviation* is 1.096 and the *mean* is 2.23.

The findings of the study reveal that weak leadership, lack of trust and poor communication were the challenges towards a supportive environment giving decrease to the circumstances in which employees put together their preeminent use of skills, competences, and knowledge to execute efficiently.

5.1.3 The solutions to the staff motivation challenges impeding organizational productivity.

The study revealed that 53.8% of the respondents agreed that job security can differ between people 46.2% of the respondents also strongly agreed with the statement and however, the same statement and the above table revealed that the *standard deviation* is 0.05 and the *mean* is 1.54,

5.2 Discussion of the findings

Employee motivation is crucial for any organization. It allows organizations to prosper and use their employees' talents strategically. Every organization needs to give its best efforts to keep its employees motivated and engaged.

Staff recognition is one of the most effective ways to motivate employees. With appropriate recognition efforts, employees feel more connected and motivated.

Recognition platforms can help organizations recognize their employees most effectively. These platforms recognize employees accurately and immediately, which is crucial for motivating employees efficiently

5.3 Conclusions of the Study

The main purpose of the research was to establish effect of employee motivation on organizational productivity, a case of century bottling company and the results showed that staff motivation influences directly on organizational performance. In other words, using employee motivation in effecting financial performance, Customer service, social responsibility and Employee stewardship improves century bottling company's organizational performance in the above ways.

Motivated employees of any organization are the most central part so they need to be influenced and persuaded towards tasks fulfillment because very few organizations believe that the human personnel and employees of any organization are its main assets which can lead them to success or if not focused well, to decline.

High performance HR practices are assumed to enhance employee motivation and performance, and, in turn, these more motivated and better performing employees improve firm performance. As the foundation for increased productivity, employee motivation boosts employees' morale to

make them feel that they are part of the team so that they will work harder to help reach the goal of their organization.

5.4 Recommendations

Employee motivation is a tool that seems to provide new and exciting organizational performance at century bottling company. To have an exciting organizational performance is therefore recommended to consider the following;

For the employees who live very far from where they work, century bottling company should provide temporary accommodation or subsidy to help their workers to have a better life and place to live.

For the employees' convenience, century bottling company should provide company buses to pick up and drop off its employees from main roads throughout the city. They should maintain in providing a programed of development to promote the staff's ability and confidence. It should provide health insurance, life insurance, and pension plans for its employees.

The company should create a sense of belonging and responsibility through encouraging the employees to become company shareholders on favorable terms to identify more closely with the organization's aim and to be part of the organization. Century bottling should trust and believe in the employees' ability, for the better the result of their performances by allowing them to take part in the decision-making.

In summary, Century bottling should take place at regular intervals of 6 months or a maximum of one year

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Appendix

RESEARCH INSTRUMENT

QUESTIONNAIRE



Dear Respondent,

The researcher is a student of Uganda Christian University pursuing Bachelors of Human Resource Management

The questionnaire below is intended to facilitate the study entitled “EMPLOYEE MOTIVATION ON ORGANISATIONAL PRODUCTIVITY” It is seeking for your views and responses thus you have been identified as a stakeholder in this study. The information you will give will be purely for academic purposes and will be treated and regarded as confidential. Your participation will be highly appreciated.

Instructions.

Tick in the box corresponding to your answer

SECTION A:

RESPONDENT'S PROFILE

1. Sex

- a) Male b) Female

2. Age

- a) 20-30 b) 31 – 40

- c) 41 and above

3. Level of education

- a) diploma c) post graduate

- b) degree

- d) others specify.....

Likert Scale



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| Strongly Agree | Agree | Not Sure | Disagree | Strongly Disagree |
|----------------|-------|----------|----------|-------------------|
| 5 | 4 | 3 | 2 | 1 |

SECTION B: The various forms of employee motivation used in century bottling company

In the subsequent sections use the scale provided to tick or circle the number that describes your opinion. 1. Strongly disagree (SD) 2. Disagree (D) 3. Not sure (NS) 4. Agree (A) 5. Strongly agree

| No. | Statements | SD | D | NS | A | SA |
|-----|---------------------------|----|---|----|---|----|
| 1 | Salary enhancement | | | | | |
| 2 | Job security | | | | | |
| 3 | Better working conditions | | | | | |
| 4 | Attainment of rewards | | | | | |
| 5 | Achievement recognition | | | | | |

Section C. The employee motivation challenges and organizational productivity

SA -strongly agree A-agree N-neutral SD-Strongly disagree D-disagree

| No. | Statements | SA | A | N | D | SD |
|-----|---------------------------|----|---|---|---|----|
| 1 | Poor working conditions | | | | | |
| 2 | Lack of employee benefits | | | | | |
| 3 | Weak leadership | | | | | |
| 4 | Lack of trust | | | | | |



| | | | | | | | |
|---|--------------------|--|--|--|--|--|--|
| 5 | Poor communication | | | | | | |
|---|--------------------|--|--|--|--|--|--|

SECTION D. The solution to the challenges impeding organizational productivity

In the subsequent sections use the scale provided to tick or circle the number that describes your opinion. 1. Strongly disagree (SD) 2. Disagree (D) 3. Not sure (NS) 4. Agree (A) 5. Strongly agree

| No. | Statements | SD | D | NS | A | SA |
|-----|-------------------------------------|----|---|----|---|----|
| 1 | Employee training programs | | | | | |
| 2 | Employee stimulation | | | | | |
| 3 | Introduction of intangible rewards | | | | | |
| 4 | Proper leadership | | | | | |
| 5 | Introduction of employee incentives | | | | | |

Other (please specify)

Thank you for your cooperation.





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School of Business

July 10th 2023

To whom it may concern

Name: KATIWESI ME

Reg. No. 321842/287

A bachelor's student who is seeking permission from your office to collect data for his/her dissertation titled

"THE IMPACT OF EMPLOYEE MOTIVATION ON ORGANIZATIONAL PRODUCTIVITY....."

We shall be grateful if you could render assistance to him/her in collecting the necessary data for his/her dissertation

The Uganda Christian University School of Business thanks you in advance

A handwritten signature in black ink, appearing to read 'Mukisa Simon Peter'.

Mukisa Simon Peter
Research coordinator