



Graduate School of Development Studies

**Motivation and Work Performance:  
Complexities in Achieving Good Performance  
Outcomes; A Study Focusing on Motivation Measures  
and Improving Workers Performance in Kitgum District  
Local Government**

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## *Dedication*

To my lovely children  
Cynthia Sylvia Poni my first born,  
Mohamed Konneh my second born  
and to my wonderful late father Mathew Opu,  
who forever remains present in my mind.

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## Abstract

The notions of motivation and work performance have become a popular driving force behind most successful organisations.

Kitgum District Local Government has made numerous efforts towards the motivation of its workers but the challenge facing the implementation of these measures continues to persist. This study is undertaken in Kitgum District Local Government and its focus is geared towards establishing reasons why workers are not performing satisfactorily, what motivational measures are in place and what can be done to ensure there is improvement. The study is both qualitative and quantitative and an exploratory approach was used. In order to respond to the research questions purposive sampling was done and 40 respondents were selected from the pool of workers. The study also used three motivational theories to explain how people can be best motivated as well as an insight of the human resource management paradigm. It was also able to make an overview of the efforts made by the human resource office to ensure workers are motivated to perform well and the performance of the district in relation to the Local Government national assessment exercise. A detailed analysis is made based on the responses from the questionnaires from both the upper and middle cadres.

Finally the conclusion of the study is not firm because of the following issues, although the respondents perceive that there has been a considerable success in the use of both the hygiene factors and motivators the reality may depart greatly from this standpoint. In a situation where the findings are correct then we can conclude that the hygiene factors such as working conditions, work relations, physical environment, supervision and job security, as argued by Herzberg should be able to form the baseline that can then stimulate the motivators such as achievement, recognition, responsibility, advancement and training, to motivate the workers to perform well. In that light the motivation in Kitgum District Local Government is seen to be good and therefore the resultant good performance. However in the findings three quarters of the middle cadres consented to having heard complaints in relation to the poor performance of the district workers. This brings a new dimension of poor performance against good motivation. In addition the problem statement shows a dysfunctional organisation and the assumption of the study is not supported by the findings. These contradicting issues raise a lot of doubts in the researcher's mind and it is only through further research that clarity can be put to some of these issues.

The researcher for the above reasons is not confident to come up with an absolute position that workers at the District Local Council are not so dissatisfied with motivation and that performance is good but the findings support that position. As stated earlier there is need for more research.

# Chapter 1

## Background of the Research Study

### 1.1 Introduction

It is widely recognized in the human resource literature that promotion of the motivation of workers in both private and public organisations leads to a higher quality of human resources and optimum performance. Consensus is also growing among managers about the significance of combining good human resource performance approaches on motivation incentives to encourage good performance. Kitgum District Local Government a re-known government organisation is not an exception and the notion of workers motivation and good performance outcomes is not new. As the organisation seeks to improve its workers performance severe challenges exist to achieve the overall objective of the organisation to extend adequate motivational incentives to its entire population.

Motivation theory can help us to consider the different investments which can be made in people. Investment in workers through motivational measures are made today with the hope of future benefits for an organisation.

“In a world characterised by competition, customer focus and the need for speed and flexibility, in order to get the results you want, you still have to depend on your people to carry the day” (Storey, 2001:9). This therefore makes it a necessity to employ “talented individuals, who need to be developed, motivated, rewarded and provided with the organisational cultures and work processes that will make them to be successful” (Hay group, 2000 in Storey, 2001: 9).

The study makes a critical analysis of motivation and workers performance in Kitgum District Local Government and identifies several motivation incentives that can help boost better performance. Its central question is: Why are workers not performing as expected? Its assumption is that qualified and skilled workers have assumed their rightful positions based on the job description and specification but their performance is not satisfactory. The research examines whether this is due to limited or inadequate motivation measures to induce good performance.

In order to do this analysis, this research used a conceptual framework that relates the key concepts of intrinsic, extrinsic motivators and performance management approaches to work and organisational performance. It also engaged the use of three motivation theories in its theoretical framework.

### 1.2 Statement of the Problem

This study had its focus on motivational measures and the traditional civil servants in Kitgum District local Government’s performance including the sub-county workers, while excluding the nurses and teachers who also form

part of the District Local Government staff. Out of a total of approximately 102 members of staff 40 were made to respond to the questionnaires.

The success or failure of any organisation depends greatly on the type of human resources it has (Mabonga: 2000). Human resources translate all other resources in an organisation into visible products (Mabonga: 2000). Bearing that in mind it is important that organisations pay extra attention to their workers in order to attain optimum efficiency and effectiveness at the workplace.

Kitgum District Local Government is a long established local council, which has been in existence for a period of 25 years. In these 25 years the local council has suffered from numerous human resource problems as indicated below.

Despite the district having a fully fledged human resource department with 5 staff that have been coordinating the human resource issues, a lot of human resource problems have emanated that have ultimately manifested in unsatisfactory human resources performance. These performance failures are both on the side of the organisation and workers who constantly should work together. However, because human resource practice is critical to the major activities of the organization, it can not be left entirely to personnel experts in the human resource department but also line managers in the various departments have to be involved in the delivery and drive of human resource policies (Storey, 2001:7).

District Local Council workers have displayed negligence towards their work through offering wrong advice to the District Commission members, who are the recruiting body and the political wing. This has been manifested by the wrong decisions made, that has attracted the Public Service Commission and complaints from the political wing during meetings in relation to poor advice. Late coming, poor time management and the failure to meet deadlines for the preparation of important working documents has become a common practice. This has been observed by the missing documents during assessment, penalties given by the Ministry of Local Government and attendance register carried out every morning that shows absenteeism and late coming.

The staff appraisal exercise has also shown that duties and responsibilities are not being adequately carried out, with low scores observed in many cases. This is revealed through the appraisal files that are filled annually and kept in the Human resource office. Some line managers have shown great weakness in the supervision of their subordinates, with the appraisal assessment not carried out. This is shown by the missing appraisal files of some workers, who are not appraised as demanded.

The salaries of the public servants as stipulated by the Government of Uganda are very low and this resultantly does not encourage good performance. This is indicated in the Government of Uganda salary structure for public servants.

The district has been in a state of insurgency for 20 years, making it difficult to generate local revenue and hence little allowances are paid to the employees, which could affect their commitment to organisational objectives. This is indicated by the low amount of local revenue in the financial books of account.

Some line managers delegate their subordinates to carry out their duties and yet they are paid higher salaries, this demotivates the junior employees whose salaries are low. This can be seen during planning periods where plans are to be made by the heads of departments and yet some junior staffs are used. This kind of exploitation creates resentment and the resultant demotivation and poor performance. Others have ignored their supervisory role and have taken to blaming the subordinates for their failures. This is indicated by the way in which workers manage their own affairs without superior intervention. Some have also engaged in late coming and earlier departure from office as indicated by the attendance register, which is monitored by the human resource department.

In relation to management a lot of directives are given to the employees to produce tangible results and yet little attention is given to adequately motivate their efforts. This can be observed by the directives of meeting deadlines to produce documents, keeping punctuality, warning letters in cases of indiscipline with few inadequate incentives to encourage good performance.

Coupled with that, the assessment of the performance of the District Local Council by the Ministry of Local Government over the years, based on specific indicators has shown weak performance, through the feedback sent to the District Local Council. Performance monitoring exercise in some instances is not carried out by the line managers, which creates gaps in performance. This is observed with the absence of performance monitoring reports.

The sub county management has shown evident weakness, with absenteeism being a common phenomenon, failure to prepare vital working documents and drinking while on duty has been observed as a practice of some of the workers. Absenteeism is observed through the signing of the attendance register, warning letters in relation to drinking during office hours are present in some personnel files and penalties by the Ministry of Local Government, due to the absence of some documents is evident in the assessment results report.

In the year 2006 the Ministry of Local Government gave penalty to the District Local Government in the areas of poor revenue performance, poor communication and accountability, poor functioning of the education department, poor functioning of the works department, failure of the procurement sector and failure to integrate gender mainstreaming in development plan. On October 28<sup>th</sup> 2005, the District chair person accused the District Head of Service on Kitgum Fm radio station for failure to properly manage his employees. In October 2006 the finance parliamentary committee summoned the Chief administrative officer and the Chief finance officer for mismanagement of district funds.

This kind of dysfunctional behaviour is not only damaging to the image of the Local Government as a major organisation in the District but it is also a major obstacle for its effective existence as a functional entity. This has ultimately denied the public its right to receive adequate services from the Local Government and the outcry from both the political wing and the beneficiaries of the services in meetings and stray comments from the public can no longer be ignored.

We have to bear in mind that the strength of any organisation is in its workforce and that an organisation that does not have a well performing and dedicated workforce has a poor foundation to exist in a sound operational manner. This implies that human resources need to be treated with great care, since they are a special resource that needs to be given special managerial attention and time (Storey, 2001:6).

This therefore makes it appropriate through research, for the factors affecting workers performance to be identified and appropriate measures to be taken to revive the organisation, to avoid negative consequences that may affect the future functional ability of the organisation. The main idea is that it is the human resource amongst other factors of production in the organisation which really makes a distinction (Storey, 2001:6). It is human capability and commitment which ultimately differentiate successful organisations from those that fail (Storey, 2001:6).

Theories have been elaborated on motivational measures, and their usefulness to increase motivation and resultantly improve workers performance. Human resource management literature has emphasised on human resource performance management approaches to improve performance. The assumption is that in the presence of appropriate motivational measures and good performance management approaches workers performance will increase considerably and consequently the entire organisation performance.

### **1.3 Justification of the Study**

Improving the performance of workers has gained attention in both private and public sector. Attention also needs to be placed in the effort of motivating workers. Efforts need to be made to ensure that reasons preventing optimal performance are identified. A lot of studies and literature focus on motivation but little attention has been given to motivation in Kitgum District Local Government in practice.

The research study will help to inform Kitgum District Local Government about the motivational problems and develop strategies to minimise the problems.

The research will also help the managers and the workers, to realise their obligations and responsibility towards, the good performance of the organisation.

The research will also inform the policy makers to find ways to curb the present undesirable situation and to understand pertinent motivational issues in regards to the organisation.

The study will add on to the existing literature on the implementation of motivational measures in the District Local Government.

The research will in totality help to revive the organisation to a good functional state and somehow guarantee its effective and smooth existence.

## **1.4 Objectives**

The main objective of this study is to identify obstacles hindering workers performance, in Kitgum District Local Government.

The specific objectives are:

1. To establish which motivational measures are currently in place and how effective are these.
2. To establish whether a positive relationship exists between motivational measures and improved performance.
3. To establish ways to improve the performance and motivation of workers.

## **1.5 Main Research Questions**

1. What are the reasons for either under or over performance in Kitgum District Local Government?
2. What motivation measures are currently in place and to what extent do they motivate the staff?
3. What alternative motivational measures can be identified in order to ensure improvement in workers performance in Kitgum District Local Government?

### ***1.5.1 Specific Research Questions***

- What organisational and individual circumstances could influence performance of workers in Kitgum District Local Government?

## **1.6 Scope of the Study**

The study focuses on motivational measures and performance of workers in Kitgum District Local Government with attention on the complexities in achieving performance out-comes. The study takes an insight on the motivational measures available to traditional civil servants including the sub-county chiefs in the organisation while excluding the nurses and teachers and a critical analysis on what kind of motivational measures could help enhance workers performance in the District Local Government is made.

## **1.7 Methodology**

### ***Methodology statement and information sources***

In order to get the views on motivation and performance of the workers in Kitgum District Local Government both primary and secondary data sources were used. Information was gathered from two layers of cadres, the middle cadres consisting of the section heads and the upper cadres consisting of heads of departments and the core management and Administration members. The study used only the line managers and the section heads, since these are the people concerned about policy matters and motivation of staff and excluded the lowest cadres.

In a total of 102 traditional civil servants at the District Local Government 40 were purposively selected to participate in the research. In a total of 30 section heads, all the 30 were selected to participate in the research and among a total of 12 line managers 10 were selected to participate in the study. A total of 62 employees were excluded from the study.

In gathering primary data, both open and closed ended questionnaires were used that were filled by the middle cadres and the upper cadres respectively. The questionnaires were to establish what motivates the staff to perform well and also particularly what the human resource management office has done in order to help the line managers in motivating workers. The questionnaires were administered only to the traditional civil servants at the district headquarters and the sub-county chiefs at the sub-county headquarters between 20/07/2008 and 14/08/2008 in northern Uganda. A total of 30 questionnaires were sent to the middle cadres and only 28 were responded to. The upper cadres, consisting of 10 line managers and core management members were subjected to respond to a separate questionnaire but only 6 were responded to. In order to get an insight on what management has done in regards to workers performance and their independent opinion on why performance is unsatisfactory or satisfactory. A total of 34 questionnaires were returned as opposed to the 40 that had been sent and analysis was made based on those.

The respondents were widespread in the departments of health, education, community based services, production, finance, commercial services, human resource management, sub-county administration, District service commission and Administration. This made it possible to capture a wider perspective of the human resources.

**Table 1.1**  
Number of Respondents by Department and Gender (Upper Cadres)

Department	Male	Female	Total
Administration	1		1
Human resource mgt	1		1
Internal audit	1		1
Health	1		1
Planning	1		1
Production	1		1
Total	6		6

Source: Collected by Author.

**Table 1.2**  
Number of Respondents by Department and Gender (Middle cadres)

Department	Male	Female	Total
Administration	5		5
Environment	1		1
Finance	2	2	4
Health	3		3
Human resource mgt	2		2
Information	1		1
Internal audit	2		2
Works	2		2
Council		2	2
Education		1	1



Community		1	1
Production		1	1
Planning unit	2		2
Total	21	7	28

Source: Collected by Author

### ***Secondary data***

Secondary data have been fully utilized to analyze the motivational measures that can enhance good performance, past studies and case studies were used and surveys from all the available internet sources. All possible accessible relevant books, journals, published and unpublished papers, documents related to motivation and workers performance were consulted from all the available internet sources in the Netherlands and elsewhere. The Institute of Social Studies library was of most importance to gather the necessary information for this research. A full reference list is presented at the end of the study.

Information regarding the Uganda public service motivation measures was accessed from the Ministry of Public Service and information in regards to the trend of performance of the organisation, based on the annual assessment of the District Local Government by the Ministry of Local Government and assessment indicators was used. Statistical data is analysed using statistical tools such as averages, percentages in SPSS.

### ***Justification of the methods***

It was exploratory in approach, since there was need to have more insight on this issue, considering the efforts already made and the complexity involved that needs information from the most affected.

The research used both open ended and closed ended questions to be able to capture a variety of rich data. It used a purposive sampling technique to select the respondents in order to include those who have a high chance of providing the required information. Both qualitative and quantitative methods were used in order to establish the quality and quantity of the data. The respondents were drawn from the employees of Kitgum District Local Government because they were the population under study.

### ***Practical limitations***

The upper cadres were not able to respond to the interviews, since it was a period for national assessment of District Local Governments and they were always in the field. This made the researcher to abandon the interview guide type of data collection method and made questionnaires, which they could fill in their free time.

Both the upper and lower cadres complained of the thickness of the questionnaire amidst the limited time available and therefore it took a lot of the researchers energy and time to make follow up of the completed questionnaires.

## **1.8 Organisation of the Paper**

The paper contains five chapters. The first chapter elaborates on the background of the research and spells the problem under study. It sets out the objectives, justification, the scope of the study, limitations and methodology.

Chapter 2 provides an explanation of the key concepts and the literature review of the study. Chapter 3 states the indicators of assessing District Local Governments and the results of the assessment of Kitgum District Local Government in the financial year 2006 and it makes a review of the role played by the District human resource office in improving performance levels.

The following chapter provides the data responses from the questionnaires and interviews and the interpretations from secondary sources and analysis and the last chapter makes the summary of all the findings, conclusions and recommendations.

# Chapter 2

## Literature Review and Conceptual Framework

### 2.1 Introduction

This chapter reviews the literature of three motivation theories McGregor's theory X and Y as its starting point, Abraham Harold Maslow's theory of need, Herzberg's theory of hygiene and motivational factors and the human resource management paradigm and important concepts of motivation, extrinsic motivators, intrinsic motivators, performance management approaches, good work performance and good organisation performance. This section brings to light what can be done in order to motivate workers to perform to achieve organisational objectives and goals.

### 2.2 'The Human Resource Management Paradigm'

In this increasing competitive world where satisfaction of workers needs is the centre of attention for both private and public organisations, there is need to employ the most appropriate strategies and techniques in order to achieve organisational objectives and goal hence human resource management has become a popular management paradigm.

This paper therefore asserts that human resource management is part and parcel of an organisations ultimate strategy as supported by its definition.

According to Storey, "human resource management is a distinctive approach to employment management which seeks to achieve competitive advantage through the strategic deployment of a highly committed and capable work force, using an integrated array of cultural, structural and personnel techniques"(Storey, 2001:5).

"Human resource management has two versions; a hard one stressing the idea of 'resource' as something to be placed under tight strategic control and the economic position of theory X while the soft model is based on control through commitment as prescribed by theory Y"(Truss, 1997:1). The soft version stresses the term 'human' as something to be nurtured by winning its commitment, because doing so ensures its increased contribution to the organizations objective and resultant goal (Truss, 1997:1).

Scholars like Ramaswamy argue that the soft model views employees as valued assets and are a cause for competitive advantage for an organisation. The soft model stresses efforts to be focused at winning employee's commitment and promote their level of adaptability through areas of communication, motivation and leadership. "The soft model places more burden on developing employee's capabilities because they are seen to be proactive towards development" (Ramaswamy, 2000: 183-185).

According to Guest and Storey "soft human resource management is associated with the human resources movement, the use of individual talents and McGregor's theory Y view on the development of individuals" (Truss,

1997:54). This has been strongly linked with the notion of high commitment work system (Walton, in Truss 1997:54). “Hard human resource management on the other hand stresses on “quantitative, calculative and business strategic aspects of managing the ‘head count resource’ in as “rational” a way as other factor of production” (Storey, Legge in Truss, 1997:55).

Both versions are supported by the position that, it is human capability and commitment which makes a distinction between successful organizations from the rest (Storey, 2001:5).

The human resource management paradigm, specifically the soft model is of valuable importance to this study due to its centrality in nurturing the human resources in order to win their commitment for good performance and resultantly attain the organisational objectives and the overall goal.

### **2.3 Motivation Theory:**

A motivated and qualified workforce is crucial to increase productivity and the quality of the organisational services in order to achieve organisational objectives. The challenge and dilemma for many managers is how to create this type of motivation (Dieleman and Toonen, 2006:1). While there are many theories surrounding the notion of motivation, two distinct areas of motivation are usually mixed (Dieleman and Toonen, 2006:1). That is the emphasis placed on motivation to be rooted in a job and motivation to perform (Dieleman and Toonen 2006:1). Both are very vital and managers have to critically understand the impact of their activities in both areas (Dieleman and Toonen 2006:1).

Motivation is significant because even people with the required knowledge, skills, and abilities will perform poorly if they are not motivated to devote their time and effort to work (Harris in Milapo, 2001: 29).

Workers have needs which a workplace must fulfil in order to avoid demotivation. When workers lack motivation they tend to resort to anti-work behaviours such as absenteeism, negligence of duty, late-coming, failure to meet deadlines, display of open frustration and all these factors work negative to the performance and credibility of an organization. Organizations need to place all efforts to ensure that incentives such as intrinsic motivators, extrinsic motivators and performance management approaches are used in order to retain, attract, increase workers efforts, satisfaction and commitment.

The study discusses three leading motivation theories into detail. It is argued that motivation theory is a basis for this study because achieving higher levels of performance requires attending to how best individuals can be motivated through incentives and performance management approaches.

### **2.4 McGregor Theory X and Theory Y: Vroom and Deci: 1970**

In his theory McGregor developed two distinct preconceived perceptions of how people observe human behaviour at work and organisational life. He believed that companies follow one of the two opposing approaches. He called these approaches theory X and theory Y.

He argues that in theory X, management has the responsibility to ensure that the productive elements of the enterprise are organised such as money, materials, and people with the purpose of meeting economic ends.

People have an inborn dislike of work and tend to avoid it whenever an opportunity arises, they are inborn selfish, indifferent to the needs of the organisation, people's efforts need to be directed through motivation, controlling their actions and modification of their behaviour so as to fit organisational needs, they always need to be directed to take responsibility and have little or no ambition but above all every thing they seek security. Due to the lazy inherent nature of human beings they are not able to perform well in their own initiative. In order to make people to achieve the organisational objectives they need to be persuaded, rewarded, coerced, controlled, directed or threatened with punishment. The role of management is to coerce and control employees.

If management does not have an active intervention, people tend to remain passive and resistant to the needs of the organisation.

On the other hand theory Y stipulates that management is charged with the responsibility to organise the elements of productive enterprise such as money, materials, equipment and people with the aim of meeting economic ends. To people work is a natural thing, they are not passive or resistant to organisational needs and are always ready to express self direction when committed to the objectives because people are naturally not lazy. Unlike theory X people accept and seek responsibility at all times. However the only way management can ensure that people are committed is to provide them with the right conditions and operation methods to enable them achieve their goals through the direction of their efforts to meet objectives of the organisation.

In the assumptions suggested in theory Y, management's role is to develop employee's potential and help them to release that potential towards the achievement of common goals.

Management in accomplishing its tasks uses these assumptions as guides and this leads to a variety of possibilities which fall between two extremes. In one extreme side management can be hard or strong and on the other management can be soft or weak.

Theory X is the standpoint that traditional management has taken towards the work force while many modern organisations are now taking the enlightened position of theory Y (Boeree, 2006:3).

Mc Gregor's theory Y is linked to the questions in the questionnaire that are concerned about training, monitoring performance, performance assessment, working conditions.

## **2.5 Critics of McGregor Theory X and Theory Y**

While his theory has done well to point out and explain some of the key characteristics of managerial principles on workers behaviour, his theory has fallen short in a few areas.

Social Scientists have directed their criticism towards the whole set of beliefs about man and human behaviour as well as about the task carried by management (Vroom and Deci, 1970: 309). This evidence may not be that conclusive but it is suggestive and has been drawn from a variety of sources namely: the classroom, the clinic, the laboratory, the home and to a small extent the industry (Vroom and Deci, 1970:309).

Social Scientists do agree that human behaviour in today's industrial organisations is almost a true picture of what management perceives it to be but strongly disagree that this behaviour is as a result of man's inborn nature (Vroom and Deci, 1970:309). This behaviour comes into existence as a result of the nature of organisations, philosophy, policies and practices used by management (Vroom and Deci, 1970:309).

The conventional approach ignores the fact that a satisfied need is not a motivator of behaviour, this is so because man is always wanting and as soon as one of his needs is fulfilled, he will desire another need to be met immediately after that (Vroom and Deci, 1970:310).

Management is pretty much aware about the range of human needs that exist in people's lives such as social needs, physiological needs and so forth but assumes inaccurately that they pose a threat to the organisation (Vroom and Deci, 1970: 311). Contrary to this position studies have shown that when people are grouped with the use of tight controls and coercion but under the right condition such workers will be more effective than an equal number of separate individuals in meeting the goals of the organisation (Vroom and Deci, 1970:311). Yet management fears group hostility in attaining its desired objectives, tries to make an attempt to control and direct human efforts in a way that goes against the natural groupings of human beings (Vroom and Deci, 1970:311).

In addition the conventional theory states that when man's social needs and maybe his safety needs are threatened he portrays a behaviour which defeats the objectives of the organisation, by becoming resistant, antagonistic, less cooperative but management forgets that this behaviour is a consequence not a cause (Vroom and Deci, 1970:311).

Theory X also relies so heavily on external control of human behaviour while theory Y is more inclined to the aspects of self control and self direction (Vroom and Deci, 1970:316). This creates an element of two opposing positions, the difference between treating people as children and that of treating them as adults (Vroom and Deci, 1970:316). After bringing people through the former way a shift to the latter can not be achieved by a twinkle of an eye (Vroom and Deci, 1970:316).

The conditions placed by theory X tend to tie people to limited jobs which also fail them from fully using their capabilities, it has discouraged people from accepting responsibility, encouraging people to remain passive and completely distorted the meaning of work (Vroom and Deci, 1970:316).

His theory seems so mechanical, and ignores the fact that human nature is complex and people are not locomotives to be manipulated.

His theory also tends to be so restrictive, biased to one side of the coin and fails to account for an in between situation that falls within control and commitment winning, which in practice is a common occurrence.

The philosophy that management tends to use in relation to directing and controlling peoples behaviour regardless whether it is soft or hard are not sufficient to motivate because the human needs this approach prescribes are not significant motivators of behaviour. (Vroom and Deci, 1970:314). The soft and hard approaches fail in the current times because they are not relevant to the prevailing situation (Vroom and Deci, 1970:314).

## **2.6 Abraham Harold Maslow's Theory of Need: Armstrong: 2001**

The most popular needs classification is the one developed by Maslow. In his hierarchy of need he developed five major layers of needs, which he listed in order of importance, namely physiological needs, safety needs social needs, esteem needs and self fulfilment needs. He believed that these needs are generally experienced by people.

Self fulfilment is the highest point of Maslow's motivation theory. He believes at this point individuals have the desire to achieve their full potential and skills. Contrary to the lower needs, this need is never fully satisfied; as people grow psychologically new opportunities to grow tend to emerge. According to Maslow a small percentage of the population attain the level of self fulfilment.

After a person has successfully attained the sense of belonging, they develop the urge to have a considerable degree of importance. This class of needs is associated with the need to have a firm and stable, high valuation of ones self and to attract respect from other people. He called this category of need the esteem need.

Following the achievement of physiological needs, ones attention shifts to safety and security needs in order to overcome the threat of physical and emotional difficulties, such needs may be met by protection against threat and the fulfilment of physiological needs. In his theory he argues that if a person feels threatened then the desire to satisfy that need will be increased and all the other needs above in the pyramid will not be desired, until that need is met.

Physiological needs are the ones required in order to satisfy the basics of life, such as air, water, food, sex and sleep. The lower order needs have to be satisfied in order to pursue higher level motivators along the lines of self fulfilment.

The argument of his theory is that the need for self fulfilment can not be satisfied. Man is always wanting and therefore it is only a need that is not satisfied that can motivate behaviour and the dominant need is the one that makes one to act in a particular way in order to fulfil it. People develop psychologically as they advance up the hierarchy but progress is not achieved in a straightforward manner.

The lower needs continue to exist temporary and dominate motivation and individuals time and again return to needs that have earlier on been satisfied.

In line with his argument is that, for adequate work motivation leaders and managers need to understand the active needs that create individual employee motivation.

## **2.7 Application of Maslow's Hierarchy of Need to Management: Boeree: 2006**

“If Maslow's theory is true, there are very important leadership implications it provides to promote workplace motivation. There are a variety of ways to motivate employees through their style of management, compensation plans, role definitions and organisation activities” (Boeree, 2006:1).

In order to be able to provide physiological motivation an organisation should ensure that it provides for example sufficient lunch breaks and offer salaries that enable the workers to be able to meet basic needs.

Safety needs can be provided through the creation of a conducive environment which is safe, provision of job security and a feeling that workers are safe from any threat.

Social needs require an organisation to create a feeling of acceptance, belonging, and the spirit of communal living by encouraging team spirit among the workers.

Esteem motivators are provided through the recognition given to workers achievements, attaching value to their views, assigning important projects to hard working employees and provision of status to make them feel valued and appreciated by the organisation.

In order to enable a worker to achieve the need of self actualization it requires provision of challenging tasks, important work assignments which help to stimulate motivation, creativity, and progress in accordance to long term organisational goals.

## **2.8 Critics of Maslow's Hierarchy of need Theory**

It is clear that Maslow's hierarchy of need makes sense, but it has not been supported by sufficient empirical evidence (Armstrong, 2001:160). It is observed to be rigid since people have varying needs and it is therefore difficult to accept that peoples needs tend to follow a steady progress up the hierarchy of need (Armstrong, 2001:160). Maslow is even believed to have shown doubt about people's progression in a strict followed manner (Armstrong, 2001:160). As an example in some cultures social needs are more significant than all the other needs in the pyramid (Cooper in Boeree, 2006: 4)

Maslow's hierarchy of needs also fails to throw light to the starving artist scenario, where aesthetic forego their physical needs to acquire spiritually driven needs (Cooper in Boeree, 2006: 4).



Coupled with the above, insufficient evidence suggests that people are motivated to satisfy exclusively one motivating need at a given time, other than in situations where needs tend to conflict (Cooper in Boeree, 2006: 4).

Another yet important criticism, about his theory has been directed towards his methodology. He selected a few number of people that, he himself declared self actualizing, and then talked to them, and finally draw conclusions about what self actualisation actually means. This does not seem as good science to many people (Boeree, 2006:7).

He also placed a limitation on self actualization, as something only a small percent of the humankind achieves and yet “Rogers who defines self actualization as the life force that drives all creatures, thought babies were the best examples of self actualization” (Boeree, 2006: 8).

While scientific research fails to defend Maslow’s hierarchy of need, his theory is very popular and useful for motivation purposes (Boeree, 2006:4).

It has been used as the introductory theory for many managers around the world (Boeree, 2006:9).

## **2.9 Frederick Herzberg’s Hygiene and Motivational Factors Theory: Vroom and Deci: 1970**

Herzberg’s theory is rooted into two underlined parallel sets of needs namely man’s need as an animal to avoid pain and as a human the need for psychological growth.

In his theory he listed a number of factors that are similar to Maslow’s hierarchy of needs, except his theory is more inclined to the working environment. He divided these factors into two major categories namely hygiene factors (dissatisfiers) and motivators (satisfiers). Under the hygiene factors he stated factors such as working conditions, company policies and administrative practices, salary and benefits, supervision, status, job security, co-workers and personal life while the motivators include factors such as recognition, achievement, advancement, growth, responsibility and job challenge. One set of needs is associated with what a person does while the other is concerned with the situation in which it is done.

The motivators have the ability to create an effective motivation in individuals in order to be able to perform and exert considerable effort while the dissatisfiers describe the work environment but do not have much effect in creating positive job attitudes. The hygiene factors are dissatisfiers because they form the environment in which man is persistently trying to adjust while the motivators create motivation because they are the tasks available to facilitate the achievement of growth.

Herzberg argues that hygiene factors must be initially observed in the job before motivators can be used to stimulate the job and the resultant feeling of motivation to be achieved. This implies that you can not use motivators until all the hygiene factors have been fulfilled. Herzberg’s theory spells out unique and distinct issues which people need in their work to enable them feel motivated to perform well.

## 2.10 Application of Herzberg's Theory of Hygiene and Motivational Factors

Leaders or managers should be aware of the distinct issues workers need in their work in order to boost performance.

### *Dissatisfiers*

- Working conditions require an organisation to provide a work environment that is conducive for workers to perform well.
- Policies and Administrative practices suggest that the kind of organisation policies and practices of administering the people should be one that encourages them to perform well.
- Provide salaries and other financial benefits to the workers that will encourage them to be committed to the work in the organisation.
- The provision of adequate supervision to workers by the supervisors is important to enhance good performance.
- The kind of jobs that people possess should be able to make them feel of good status. This will help to encourage them to commit their time and efforts to work.
- People should be made to feel secure in their jobs. This helps them to work harder because they are not worried about the loss of their jobs.
- Provision of team work dynamics among workers is important to encourage them to place their efforts together towards the same purpose.
- People need to be given ample space to have their own personal life.

### *Satisfiers*

- Workers need to feel that they are recognised by their superiors and the organisation for which they work.
- Workers need to feel their job helps them to achieve, their aspirations. This in the end makes them feel a new energy to work and meet organisational objectives.
- Workers need to see prospects of advancement in their jobs.
- People need to grow in their jobs.
- People want to feel that sense of responsibility over their jobs.
- People want to do challenging jobs rather than those that have less challenge.

In case the factors that dissatisfy workers are not achieved, then the workers can not be motivated by those factors that make jobs satisfying, (Boeree: 2006).

The extrinsic and intrinsic incentives are interconnected to motivation when extrinsic incentives are offered by the organisation leadership and are in a job then the individual worker will be encouraged by these positive external motivators to develop a positive relation to his/her job therefore creating the intrinsic incentives that are derived from that relationship of the worker and

his job. Both the presence of these external motivating factors and those internal to the job that are intrinsic will then drive a positive attitude towards work, hence motivation and the resultant good performance will be observed.

Frederick Herzberg's hygiene theory is linked to the questions in the questionnaire that are related to the working conditions at the district, salary and benefits, supervision, job security, interpersonal relationships while his theory of motivation is linked to the questions in the questionnaire that are concerned about the act of recognition, achievement in ones job, advancement in ones work, responsibility over ones job.

## **2.11 Critics of Herzberg's Theory of Hygiene and Motivational Factors**

While his theory was able to clearly point out some of the key work-related factors that are typical of an organisations experience and particularly useful to managers in manipulating workers positive performance. It has also been appreciated, partly because for the common man it provides an easy understanding based on real life concerns as opposed to academic abstractions and because it bears a lot of similarities with the greatly respected ideology of Maslow and McGregor (Armstrong, 2001:165), his prescriptions have had a few shortcomings.

The research method used has been strongly opposed because it was not able to measure the relationship between satisfaction and performance (Armstrong, 2001:164).

In addition opposition has been directed to his limited number of specialised samples from which large inferences have been established and also to the fact that no evidence can be made that can prove the assumed position that actually satisfiers do improve on production levels (Armstrong, 2001:164).

He focuses too narrowly on the workplace related factors, ignoring the fact that some motivation problems or work related failures actually stem from the family are then extended to the workplace.

He is too specific and clear-cut in listing a number of preconceived factors, leaving no room for flexibility and yet human behaviour is complex.

Herzberg's theory is too ambitious, he states that all the hygiene factors should first be met, to ensure motivators are then derived. In practice this is not possible.

His theory lacks a sense at change process and time factor and is strangely in human reduces a person to a check list.

## **2.12 Case Studies on Motivation**

### ***Introduction***

This section makes a review of case studies on motivation and workers performance. It brings to light two perspectives on work performance and motivation.

Managers and leaders have found these different theoretical perspectives particularly useful for manipulating motivation and for the purposes of employees and workforce management (Boeree, 2006: 1). Two arguments have been derived in performance management and workers motivation. The assertion that in order for employees to perform, there is need to provide some motivators to encourage them to be committed to the organizational objectives while the other contrary assumption is that good performance is not necessarily a product of rewards or motivators but it is induced by the interest one has in a particular act (Kohn, 1987:1) In relation to the two debates, studies have been carried out whose findings support either of these two positions.

In a study carried out in Mali, to understand factors that motivate health workers in Mali and match their performance with the implementation of performance management. The study revealed that health workers in Mali are mainly motivated by salary followed by responsibility; training and recognition which were found to be important (Kohn, 1987:2).

Kohn built his findings on a number of the theoretical perspectives that have been in existence. His finding views salary as a motivating factor which is in line with Maslow's physiological need, which states that people are motivated if they are able to meet their physiological needs and in this case such needs can be met through payment of salaries.

It is in agreement with McGregor's theory Y which places a burden on rewards of any kind in order to win the commitment of workers to meet organisational objectives.

It is also inline with the soft approach of the Human resource management paradigm that stresses the importance to nurture the human resources ability to perform through incentives.

Further still it is in disagreement with Herzberg's two factor theory, that states salaries is not a motivating factor but a hygiene factor that needs to be present in a job. The finding in relation to responsibility and recognition is in line with Herzberg's two factor theory which emphasises on peoples feeling of being recognised as well have a sense of responsibility over their jobs in order to be motivated to perform as a motivating factor.

### ***Introduction***

This section gives an illustration of an experiment that was conducted by the famous theorist known as Mayo in 1928-1932. In his experiment he made an examination of output in relation to the condition of work and came up with a number of conclusions. This experiment is particularly useful to this study because it made an attempt to observe how workers respond under different work conditions.

### ***Mayo's Experiment: 1928-1932***

In a study conducted by Mayo, he examined the levels of production and conditions under which people worked. In this experiment he observed the physical and environmental aspects such as brightness of lights, humidity how

they influenced the workforce and later moved into the physiological aspects comprising of breaks, group pressure, working hours and managerial leadership (Mayo, 1928-1932: 2).

Mayo's experiment showed that an increase in work productivity was produced by the psychological aspect of being separated, involved and made to feel important (Mayo, 1928-1932: 2). On the other hand his studies did not show the effect of light on production levels (Mayo, 1928-1932:2). His main aim at first was to find out whether fatigue and monotony had an effect on job productivity but later he made an attempt to extend his study to the element of motivation (Mayo 1928-1932: 2).

#### **An Illustration of the Experiment**

Elton Mayo selected two women and made those women to pick four other workers of their choice from the assembly line.  
He then separated them from the other workers in the factory and placed them under the watch of a supervisor, who acted more friendly than in a disciplinarian way.  
Mayo made changes more frequently in their working conditions.  
Another group of workers was deployed in the assembly telephone relay that was made of about forty different parts, which had been fixed together by the girls.  
His aim was to measure, the basic rate of output in relation to how the environment changes.  
Under normal conditions, in duration of a forty eight hour week, including Saturdays and no stops for rest, the girls were able to produce an output of 2,400 relays a week each.  
He then had the following conditions of work and production outcomes.  
When the girls were made to do piece work for 2 months, out put was raised.  
When they were offered a break that lasted for five minutes, one in the morning hours and another in the afternoon hours for a period of 1 month and one week, production increased once again.  
The breaks were then prolonged to duration of ten minutes and out put rose highly.  
He then introduced more frequent six to five minutes breaks and the girls complained that their work rhythm was broken by the frequent stops and out put decreased only a little.  
The original break was returned, with a provision of a hot meal during the morning hour break and out put was raised further still.  
The work day was then made short to end at 4.30pm instead of 5.00pm and production went up.  
When the work day was made shorter to end at 4.00pm, out put went off".  
Finally, all the improvements were removed, and the initial conditions before the experiment were returned and they were observed in this state for twelve more weeks. Output was the highest ever experienced with an average of 3000 relays a week.

Source: Mayo, 1928-1932.

Mayo therefore came up with the following conclusions:

“Aptitudes of individuals are not perfect predictors of job performance, although they give the physical and mental potential of the individual, the amount produced is strongly influenced by social factors” (Mayo, 1928-1932: 4).

The study also showed that the kind of relation that supervisors develop with workers tends to have a significant influence in the manner in which workers carry out instructions (Mayo, 1928-1932: 4).

He also concluded that work groups tend to develop the norm of what they consider to be a fair day's work (Mayo, 1928-1932: 4).

Finally the need to be recognised, to feel secure and have a sense of belonging is more important in determining workers morale and productivity than the physical conditions under which the person is made to work (Mayo, 1928-1932: 4).

Maslow and Herzberg built part of their theories on a number of Mayo's conclusions.

Maslow's social needs, which states that people want to have a feeling of acceptance, belonging and communal living is in support of Mayo's conclusion about the need for recognition that workers require in order to perform.

Mayo's conclusion about the need for a sense of security is in support of Maslow's safety needs that advocates for relative job security and freedom from threats.

Mayo's conclusions about the little relevance attributed to the physical environment in determining workers morale and productivity is not in line with Maslow's safety needs that recognise the need to have a safe environment and physiological needs that require provision of ample breaks to motivate people to work.

Mayo's conclusion about the need of workers to have a sense of security and recognition is congruent with Herzberg's satisfiers that state the need to make workers feel that they are recognised when executing their duties and dissatisfies that emphasis on lack of job security as a factor that lowers motivation.

It's a common belief for most of us that extrinsic rewards promote better performance (Kohn, 1987: 1). But a number of research indicate that this is not as accurate as was once thought, rewards can have a negative effect on performance levels (Kohn, 1987: 1).

"Related series of studies have shown that interest in a task, which some one feels that something is worthy doing for its own sake, tends to decline when some one is rewarded for doing it" (Kohn, 1987:1). "If reward, praise, money, awards come to be seen as the reason one is engaging in an activity, that activity will be viewed as less enjoyable in its own right" ( Kohn, 1987: 1).

On the following strength, it is believed that employees, who are praised, for meeting their manager's expectations, suffer a drop in their motivation and consequent performance.

"In a research carried out by Amabile in 1985, 72 creative writers at Brandeis and at Boston University were told to write poetry (Kohn, 1987:2). "Some students were then given a list of extrinsic reasons for writing, such as impressing teachers, money and getting into graduate school and were told to think about their own writing with respect to these reasons and others were given a list of intrinsic reasons: the enjoyment of playing with words, satisfaction from self expression, the third group was not given any list" (Kohn, 1987: 2). The results clearly revealed those that were given the extrinsic reasons not only had written less creatively than the others, as judged by twelve independent poets, but the quality of their work dropped significantly" (Kohn, 1987: 2).

"Amabile therefore concluded that rewards have this destructive effect primarily with creative tasks, including higher level problem solving. The more complex the task, that is being done the more likely it will be hurt by extrinsic rewards" Amabile affirmed (Kohn, 1987: 2).

Similarly performance of employees will decline when a lot of focus is placed on external rewards for completion of a particular task. Amabile's findings departed from Maslow and Herzberg's theoretical underpinnings in various ways.

Maslow's lower needs of physiological motivation, which advocates for material benefits and external rewards, such as provision of ample breaks, provision of salaries for workers, to enable them meet life's essentials is not in agreement with Amabile's findings that undermine extrinsic motivators as a way of motivating people to perform a given task.

Maslow's safety needs that require provision of a safe working environment, relative job security and freedom from any kind of threat in order to motivate an individual does not support Amabile's conclusion that states extrinsic motivators as not being able to motivate positive performance.

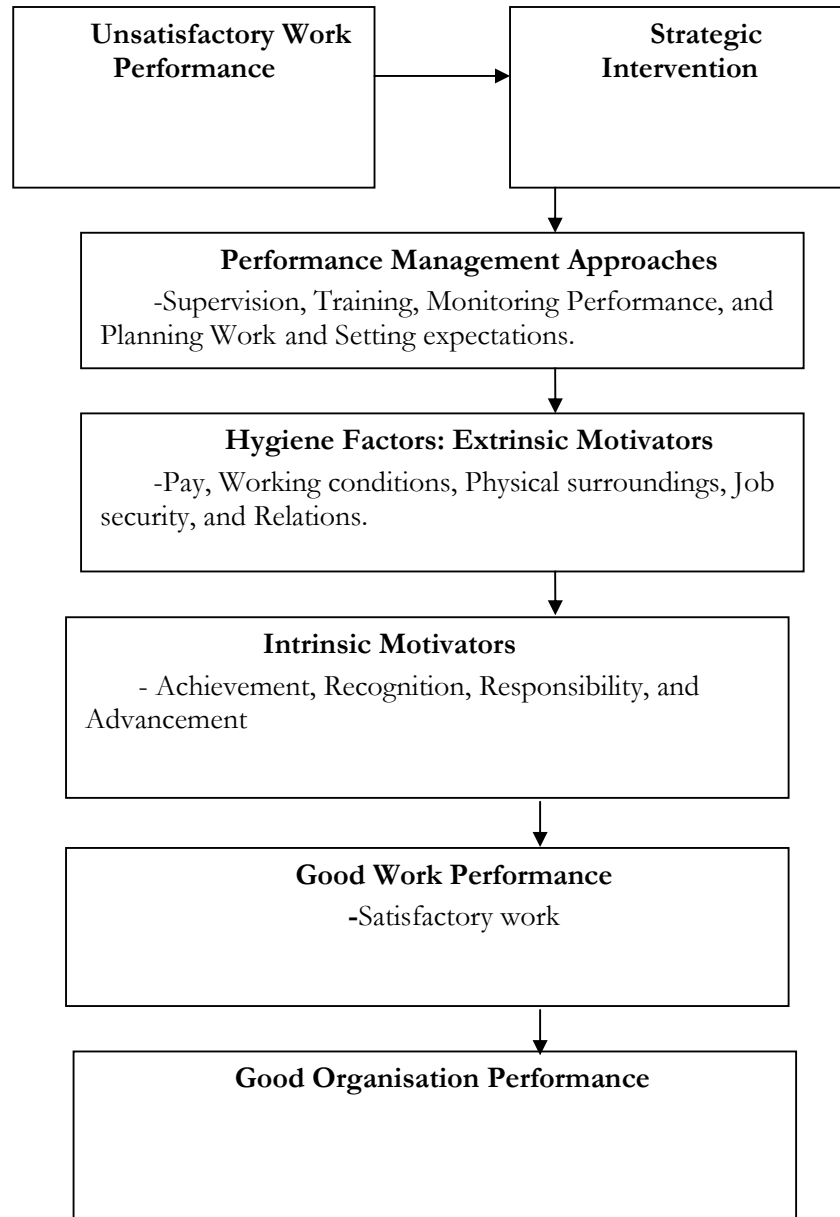
While on the other hand Maslow's esteem motivators that recognises work achievements and provision of status that can make employees feel valued and appreciated, which are internal in nature as opposed to external, embraces Amabile's conclusion about the need for self actualisation, which advocates for challenging, meaningful work assignments, which induce motivation, creativity and progress according to long term goals.

These studies are of practical importance to this research since they give us a deeper insight on motivation in practice and how different people have responded to different motivational opportunities.

### ***Introduction***

The conceptual framework explains the key concepts used in the study and how they are linked to one another to produce the final outcome.

## 2.13 Conceptual Framework



### ***Motivation***

This is the process by which a person wants and chooses to act in a particular way (Maund, 2001:440).

### ***Extrinsic Motivators***

These are sources of need satisfaction that are associated with tangible rewards such as pay, working conditions, physical surroundings, job security,



promotion and interpersonal relations and such tangible rewards can not be determined by the individual but rather at the organisational level (Houldsworth in Rees, 2004:83).

### ***Intrinsic Motivators***

These are sources of need satisfaction, that derive from the individuals relation to the job itself and it involves job factors which reward the needs of the individual to reach his aspirations and an example are achievement, recognition, responsibility, advancement (Maund, 2001: 453).

### ***Performance Management Approaches***

This is the systematic process by which an agency involves its employees as individuals and members of a group, in improving organisational effectiveness in the accomplishment of agency mission and goals, an example of these approaches are planning work and setting expectations, continually monitoring performance, developing the capacity to perform, periodically rating performance and rewarding good performance (U.S Office of personnel management: 2008: 6).

# Chapter 3

## Performance Assessment of the District and Efforts of Human Resource Department in Improving Performance

### 3.1 Introduction

This chapter reviews the performance indicators for the assessment of the District Local Government by the Ministry of Local Government and the performance status of the district in the year 2006.

It also makes a review of the efforts made by the human resource office to improve the performance levels of the employees.

### 3.2 Assessment of Minimum Conditions and Performance measures for Local Governments 2006

Every year the Ministry of Local Government makes an assessment of the District Local Governments, which is discretionary. Local Governments have to meet a set of minimum requirements that can ensure proper utilization of funds given to them under the second local government development programme. In addition an assessment of performance is done in retrospect to reward local Governments that perform well by giving them 20% more of the funds and those that perform poorly are penalised by giving them 20 % less of the funds. The performance measures provide an incentive for improving administration of service delivery. The District Local Government has undergone this exercise for several years but giving a report of all the years is beyond the scope of this study. The assessment year that is referred to is 2006.

**Summary for Performance measures for Kitgum District for the year 2006**

Functional area	Total score	Status (Reward/ static/penalty)
Performance of mentoring and monitoring exercise	6 out of 10	Static
Quality of development plan	7 out of 10	Reward
Budget allocation performance	5 out of 10	Static
Local revenue performance	4 out of 10	Penalty
Communication and accountability performance	4 out of 10	Penalty
Performance of council sector committee	5 out of 10	Static
Functionality of LG education department	4 out of 10	Penalty
Functionality of LG Health directorate	5 out of 10	Static
Functionality of LG works department	4 out of 10	Penalty
Functionality of production department	9 out of 10	Reward
Functionality of water and sanitation department	10 out of 10	Reward
Procurement performance and capacity	4 out of 10	Penalty
Gender mainstreaming performance	4 out of 10	Penalty
Overall		Penalty

Source: Kitgum District assessment report; 2006.

The District Local Council was assessed by the Ministry of Local Government in the above areas and the scores are recorded against each measure and the final status was a penalty given to Kitgum District Local Government in the year 2006.

### **3.3 Human Resource Office**

The district has a fully fledged human resource department charged with the responsibility of co-ordinating the human resource issues in the organisation.

### **3.4 Functions of the Office**

- To manage the district payroll.
- To handle staff training issues and coordinate the capacity building programme.
- To handle issues concerning the entry and exit of employees.
- To handle issues concerning staff welfare.
- To interpret the standing orders and the public Service code of conduct to the employees.
- To handle issues of staff counselling at the work place.
- Handle issues concerning the planning, recruitment and retention of workers.
- To handle the general management of the district human resources.
- To handle any other issues as directed by the District Head of Service.

### **3.5 Staffing Position**

The department has five employees in total, charged with different responsibilities. This staffing position is not full as the establishment states more employees for the department. This therefore stretches the few human resources who have to work extra to their normal working load. Despite the workload the human resource department has been able to put in place the following measures to promote the performance levels.

### **3.6 Training**

In regards to the training of the employees a needs assessment exercise is carried out on an annual basis, where important training needs are identified. Following the identification of the needs, a capacity building training plan is developed with the required budget for training and the selected employees are sent for training. On the return of the trainees a follow-up exercise is undertaken by the district resource team to ensure that there is applicability of the knowledge gained by the respective employees.

Further still, a mentoring exercise is undertaken on a quarterly basis by the district resource team that is mainly composed of the head of departments and some section heads. This mentoring exercise is mainly intended to build the

capacities of the lower local Governments in the areas of planning, financial management, administration and auditing.

Training workshops are also organised by the district human resource officer, where outside trainers are contracted to come and train the workers in various areas namely: ethics and integrity, financial management, records management, human resource management, contract management, induction training for the new employees, gender mainstreaming and financial audit. Internal workshops are also organised by the department with the district resource team as the trainers.

### **3.7 Performance Assessment Exercise**

The human resource office encourages the supervisors to carry out a fair performance assessment exercise twice a year for employees on probation and once a year for those that have completed probation. Despite the various reminders through letters about the importance of performance assessment exercise, some supervisors still fail to appraise their subordinates. This creates a problem for the promotion of staff and also identification of their weaknesses.

#### ***Allowances***

Due to the low salaries as spelt out by the Government budget for the public servants, the District Local Government has made an effort to pay the lower cadres a bicycle allowance and the upper cadres are given fuel funds in cases where they own cars. This is meant to help in the area of transportation to and fro to the working place. Allowances are also paid to the employees who go out on official duty according to the rates of the Government of Uganda. All this is an effort to supplement for the low salaries that are paid to the civil servants all over the country.

#### ***Programmes***

Good performing employees are given the privilege to co-ordinate programmes at the district and are responsible for the implementation of these programmes and through these programmes they get some extra funds besides their meagre salaries. This helps to motivate them to work better.

#### ***Time keeping***

In regards to the official working hours, the human resource office has introduced an attendance register book for each department. Each of the departmental employees is made to sign on the time of arrival to work and as well as the time of departure. After a week the books are then collected by the human resource office and the trend of punctuality is observed. Letters are then sent to congratulate those who keep time and those constantly known to be late comers are sent warning letters.

However this is an exercise whose success requires the co-operation of both the general employees and the line managers, which in some instances is lacking.

### ***Discipline***

Indiscipline at the District Local Government is seriously handled by the human resource office. Among many indiscipline areas absenteeism is a common area of concern. Warning letters are sent to those found to be constantly absent from their duty station and those that can not restrain from this practice are sent to the District Service Commission for further action to be taken on them. Despite the effort of the human resource office in trying to bring order in the District Local Government, some line managers in an attempt to cover for the mistakes of their subordinates do not report these cases of absenteeism, until the human resource office discovers the absenteeism of a particular employee. This causes delays in taking action and it enforces such anti-work behaviours in the organisation.

### ***Supervision***

There are frequent managerial meetings for managers that are organised by the human resource office that are chaired by the District human resource officer. These meetings are particularly intended for the discussion of human resource problems. In these meetings the emphasis has also been placed in the importance of strengthening the supervisory role of the line managers to ensure tangible results. Some line managers still do not take their supervisory role seriously and this has created serious performance gaps.

In addition in relation to the supervision exercise, the human resource office has made an attempt to send its line managers for refresher courses in the field of supervision management.

### ***Monitoring of Performance***

There is always a separate budget set aside to monitor the performance of different programmes at the district. This exercise is carried out right from the headquarters to the sub-counties and it is coordinated by the human resource office.

These are attempts made by the Human resource office to ensure that there is improvement in performance. However in some instances there has been little success especially due to lack of cooperation on the side of line managers in some instances and also the rest of the employees in the other.

# Chapter 4

## Findings and Analysis

### 4.1 Introduction

This chapter discusses the findings and analysis based on the responses to the questionnaires. The motivation of workers and work performance on which this study focused include; performance management approaches, intrinsic motivators, extrinsic motivators, good work performances and good organisational performance. All this is required to meet organisational objectives and overall goals.

From chapter two it is clear that it is important for organisations to employ good performance management approaches, intrinsic motivators, extrinsic motivators in order to win the commitment of the employees and be able to achieve good work and organisation performances.

The analysis is made in four major blocks, beginning with perceptions of the general work performance at the district, perceptions of the upper cadres and the middle cadres responses divided into two sections of hygiene factors and motivators.

### 4.2 Work Performance in the District

In order to establish the level of performance of the District workers the heads of department were asked what is their opinion on the work performance at the District Local Government? In their response three quarters perceived it to be good while a quarter felt it was not good. The middle cadres were also asked whether they had heard complaints about the district workers in relation to unsatisfactory performance and three quarters agreed to have had complaints while a quarter did not agree. For details refer to table 1, 2 and 3 in appendix c.

### 4.3 Upper Cadres

The study started its inquiry from the top officers consisting of the heads of departments whose response included the following:

They identified a number of incentives that are present in the District Local Council such as accommodation, good office facilities, performance appraisal, promotion, team work, confirmation, transport, thanks giving, training and allowances. All the six respondents also agreed that although there were incentives in place, they were not adequate to encourage optimum performance.

In addition they also felt that monetary payment is important to encourage good performance with more than half of the respondents saying it is important and less than a half felt it was not that important.

However, more than three quarters perceived the salaries at the District Local Government not adequate to sustain the employee's life at a reasonable

standard (with more than half who felt that salaries were bad, and one quarter who felt that salaries were very bad); only less than one quarter of the respondents felt that salaries were fair.

Three quarters of the departmental heads felt that the organisation was not successful with making the employees feel that their jobs could help them achieve their plans and aspirations.

On the positive side, the upper cadres noted that supervision in the District was effective. Only one respondent felt supervision was bad, whereas the others were positive (their answers ranging from very good to fair, with the majority who felt supervision was good).

The majority (three quarters) also felt that recognition was well expressed, with one quarter disagreeing.

On the question whether available training funds were adequate opinions were divided: half felt the funds were adequate, the other half considered them to be inadequate.

For details refer to tables 4.4 to 4.11 in appendix c where their responses have been indicated.

## 4.4 Middle Cadres

### 4.4.1 Hygiene Factors

This section discusses the responses made by the sector heads on the hygiene factors namely salary, working conditions, physical environment, job security, working relations, supervision and performance assessment.

#### 4.4.1.1 Salary

In order to find out how adequate the salaries of the section heads are, they were asked the question: “Do you find your salary level to be adequate?” Below in table 4.12 are their responses indicated.

**Table 4.12**  
Do you find your salary level to be adequate?

Response	Female	Male	Frequency	Total %
Yes	2	3	5	17.9
No	5	18	23	82.1
Total	7	21	28	100

Source: Data collected by Author.

Table 4.12 shows that although the section heads agreed to the fact that money is important incentive to encourage good performance but they perceived the salaries as not adequate.

According to Herzberg inadequate salaries are a demotivator and this prevents motivators from encouraging good performance.

#### 4.4.1.2 Working Conditions

In order to establish the effectiveness of the working conditions to encourage good performance. The section heads were asked the question: “Do you find the working conditions at the district effective to encourage good performance?” Below in table 4.13 are their responses indicated.

**Table 4.13**

Do you find the working conditions at the district effective to encourage good performance?

Response	Female	Male	Frequency	Total %
Yes	2	13	15	53.6
No	5	8	13	46.4
Total	7	21	28	100

Source: Data collected by Author.

From the responses in table 4.13, the section heads both female and male, find the working conditions at the District Local Government effective to encourage good performance.

In order to establish a way to improve the working conditions the section heads were asked for their views and they felt that this could be done by increasing monetary provision, improvement in working relations, adequate provision of facilities and more capacity building. For more details refer to appendix c where their responses were captured at length.

#### 4.4.1.3 Physical Environment

In order to find out if the physical environment at the district was adequate to encourage good performance the section heads were asked the question: “Do you find the physical environment adequate to encourage good performance?” Below in table 4.14 are their responses indicated.

**Table 4.14**

Do you find the physical environment adequate to encourage good performance?

Response	Female	Male	Frequency	Total %
Yes	5	8	13	46.4
No	2	13	15	53.6
Total	7	21	28	100

Source: Data collected by Author.

Table 4.14 shows that the male section heads perceive the physical environment at the District Local Government as inadequate to promote good performance while the female perceive it to be adequate to promote good performance. However both the female and male sector heads consented to the importance of a good physical environment in encouraging good performance. Refer to table 4.28 in appendix c where their responses have been captured.

In order to improve the physical environment at the district, the section heads were asked the question. “What changes would you suggest in order to make the environment more conducive?” Their responses included provision



of office facilities, improve the sanitation and improve on the compound. For more details refer to appendix c where a detailed list has been presented.

#### 4.4.1.4 Job Security

In order to establish if the job security at the District was adequate, the section heads were asked the question: “Do you find the security over your job adequate?” Below in table 4.15 are their responses indicated.

**Table 4.15**  
Do you find the security over your job adequate?

Response	Female	Male	Frequency	Total %
Yes	2	13	15	53.6
No	5	8	13	46.4
Total	7	21	28	100

Source: Data collected by Author.

Table 4.15 Shows that the female section heads do not find the job security at the district to be adequate while their male counter parts find the job security to be adequate.

In order to get ways to improve on the present job insecurity the section heads were asked the question: “In case you find your job relatively insecure, what suggestions would you make for change?” Their response included the need to improve on the leadership, improve on people’s performance and avoidance of segregation. However for details refer to appendix c where their responses have been indicated.

#### 4.4.1.5 Working Relations.

In order to establish the state of working relations at the District, The heads of section were asked the question: “What is your opinion about the working relations at the district?” Below in table 4.16 their responses have been shown.

**Table 4.16**  
What is your opinion about the working relations at the district?

Response	Female	Male	Frequency	Total %
Very good	1		1	3.6
Good	3	7	10	35.7
Fair	1	6	7	25
Bad	2	8	10	35.7
Very bad				
Total	7	21	28	100

Source: Data collected by Author.

Table 4.16 Shows that the working relations at the District Local Government are found to be fair.

In order to find out if the fair working relations are sufficient enough to promote good performance, the section heads were asked the question: “Do you find these relations beneficial to encourage good performance?” Below in table 4.17 their responses have been made.

**Table. 4.17**  
Do you find these relations beneficial to encourage people to work?

Response	Female	Male	Frequency	Total %
Yes	4	13	17	60.7
No	3	8	11	39.3
Total	7	21	28	100

Source: Data collected by Author

Table 4.17 shows that both the female and male section heads find the working relations at the District beneficial to encourage good performance.

In some instances where the relations were said to be not beneficial, in order to find out what could be done to improve on these relations to make them beneficial, the heads of sections were asked the question: “If not beneficial, what is your suggestion to be able to create effect?” Their responses included: the need to develop team spirit, top management to improve in the manner of handling workers and work regulations to be followed. For more details refer to appendix c where a detailed list has been provided.

#### 4.4.1.6 Supervision

In order to establish the effectiveness of the supervision in relation to good performance, the section heads were asked the question: “How effective do you find the supervision to enable you perform better?” Below in the table their responses have been indicated accordingly.

**Table 4.18**  
How effective do you find the supervision to enable you perform better?

Response	Female	Male	Frequency	Total %
Very good	1		1	3.6
Good	4	13	17	60.7
Fair		1	1	3.6
Bad	2	6	8	28.5
Very bad		1	1	3.6
Total	7	21	28	100

Source: Data collected by Author

Table 4.18 shows that supervision at the District Local Government is perceived to be effective.

#### 4.4.1.7 Performance Assessment

In order to establish the effectiveness of this exercise, the section heads were asked the question: “Do you find this exercise effective in improving ones performance?” Below in table 4.19 their responses have been indicated respectively.

**Table. 4.19**  
Do you find this exercise effective in improving ones performance?

Response	Female	Male	Frequency	Total %
Yes	6	14	20	71.5
No	1	7	8	28.5
Total	7	21	28	100

Source: Data collected by Author

Table 4.19 shows that the performance assessment exercise carried out in the district is perceived to be effectively carried out by the section heads.

#### **4.4.2 Motivation Factors**

This section discusses the motivation factors as described by Herzberg namely: achievement, responsibility, recognition, advancement, recognition, and training.

##### **4.4.2.1 The Sense of Achievement.**

In an attempt to establish if the workers feel the sense of achievement while performing their jobs they were asked the question in table 4.20 and in the same table their responses have been made.

**Table 4.20**  
Do you feel that sense of achievement while performing your job?

Response	Female	Male	Frequency	Total %
Yes	5	17	22	78.6
No	2	4	6	21.4
Total	7	21	28	100

Source: Data collected by Author.

Table 4.20 shows that both the female and male heads of section, agree to have that feeling of achievement in their jobs.

##### **4.4.2.2 Responsibility**

In order to establish if the workers in the District Local Government are made to be responsible over their jobs, they were asked the question: “Do you feel that you are responsible over your job?” Below in table 4.21 their responses have been made.

**Table 4.21**  
Do you feel that you are responsible over your job?

Response	Female	Male	Frequency	Total %
Yes	4	13	17	60.7
No	3	8	11	39.3
Total	7	21	28	100

Source: Data collected by Author.

Table 4.21 shows that the workers in Kitgum District Local Government have the sense of responsibility over their job.

##### **4.4.2.3 Recognition**

In order to establish if the act of recognition is well catered for at the District Local Government, the section heads were asked the question: “Do you feel that you are recognised in your job?” Below in table 4.22 their responses have been indicated.

**Table 4.22**

Do you feel that you are recognised in your job? Below in table 4.30 are their responses?

Response	Female	Male	Frequency	Total %
Yes	4	11	15	53.6
No	3	10	13	46.4
Total	7	21	28	100

Source: Data collected by Author

Table 4.22 shows that the workers in Kitgum District Local Council feel that they are recognised by their superiors and the organisation at large.

#### 4.4.2.4 Advancement

In order to establish if their jobs offered them that possibility of advancement, the section heads were asked the question: “Does your job offer you the possibility of advancing from one position to another?” Below in table 4.23 their responses have been captured.

**Table 4.23**

Does your job offer you the possibility of advancing from one position to another?

Response	Female	Male	Frequency	Total %
Yes	6	12	18	64.3
No	1	9	10	35.7
Total	7	21	28	100

Source: Data collected by Author

Table 4.23 shows that the possibility of advancing from one occupational ladder is honoured in the District Local Council.

#### 4.4.2.5 Training

In order to establish how effective these trainings have been in encouraging good performance, the section heads were asked the question: “Has this training allowed you to perform your duties better?” Below in table 4.24 their responses have been indicated.

**Table 4.24**

Has this training allowed you to perform your duties better?

Response	Female	Male	Frequency	Total %
Yes	6	17	23	82.1
No	1	4	5	17.9
Total	7	21	28	100

Source: Data collected by Author

Table 4.24 shows that the trainings have been beneficial towards improved work performance.

# Chapter 5

## Summary of the Findings

### 5.1 Introduction

This chapter presents the main findings, conclusions and recommendations of the study. The study sought to find out why performance levels in Kitgum District Local Government are not satisfactory, what motivational measures exist in place to boost workers motivation to perform well, whether there is a positive relationship between good performance and motivation and what alternative measures can be identified in order to improve performance.

The central assumption of the study was that motivation of workers can lead to good performance while lack of motivation can create dissatisfaction and the resultant poor performance. The framework that helped to guide the study was the theoretical perspectives of three motivation theories of McGregor known as theory X and Y, Abraham Maslow's theory of needs and Herzberg's two factor theory of motivation and the body of literature that deals with performance management approaches, intrinsic motivators, extrinsic motivators, good work and organisation performance and the human resource management paradigm.

### 5.2 Wrap up of the key Findings and Conclusion

The study set out to analyse the obstacles hindering workers performance, in Kitgum District Local Government; that is reasons why workers are not performing satisfactorily.

To establish which motivation measures are currently in place and how effective are these.

To establish whether a positive relationship exists between motivational measures, improved performance and what alternative measures can be identified in order to ensure improvement in workers performance.

The study has established that performance in Kitgum District Local Government is not satisfactory and the kind of motivation measures in place have also been established and they are perceived to be quite adequate to promote good performance. Lastly there is no positive relationship between workers motivation and the resultant good performance except for their perception on motivation and performance. Each of the areas that have been established is also discussed below at length.

### 5.3 Factors Hindering Good Performance

The study has established that in general workers motivation in the District Local Government is not low, and it was recognised that motivation is necessary to encourage good performance.

The study has realised that the salaries and allowances at the district are very inadequate and not able to meet people's basic needs.

The managers feel that they are not getting enough support from their subordinates, which in turn can also hinder good performance.

The study also indicates that performance in the District Local Government is not satisfactory with complaints being made by the general public.

Training funds are not found to be very adequate. This is a hindrance to good performance.

The study also established that in some instances work regulations are not followed by the employees.

The study has realised that office facilities such as computers at the District Local Government are not sufficient to facilitate good performance.

The study has established that a weakness exists on the side of Management in the manner in which subordinates are handled.

#### **5.4 Incentives in the District Local Government**

The study established that the District Local Government has a number of incentives in place to encourage the workers to perform well namely; provision of housing (accommodation), continuous appraisals, thanking a worker for the work that has been well done, provision of office facilities, provision of transport, allowances, training and good team work among the workers.

The District workers were also found to be having good relations amongst each other, which was an incentive to good performance.

The intrinsic motivators such as achievement, advancement, responsibility, recognition are identified to be well expressed at the district.

Supervision and performance assessment at the District Local Council were seen to be good.

However, although some incentives seem to be in place, the study establishes that they are not so adequate and there is need for improvement.

#### **5.5 Positive Relationship between Motivation and Performance of Workers**

The study presents a big dilemma as to whether a positive relationship exists between motivation and good performance. This is mainly so, because it reveals that motivation is good at the District Local Government and yet complaints about unsatisfactory performance exist.

While on the other hand the heads of departments and heads of section agree with the elements that create a feeling of achieving your aspirations and plans within your job, feeling of recognition upon your job, having that sense of responsibility over your job, feeling of advancement in your career are very important motivators for performance.

The study further establishes that elements such as adequate pay, good working conditions, reliable job security, and good working relations are important to motivate workers.

Supervision, performance appraisal, training were seen to be vital for workers to encourage good performance.

## **5.6 Alternative Measures to ensure Improvement in Performance**

The study established that the following alternative measures are identified to improve the performance of the workers at the District Local Government.

- Adequate salaries need to be paid to the workers.
- Training funds should be made more adequate to meet workers training needs.
- Supervision needs to be improved to be more adequate to promote good performance.
- There is need to improve on the departmental budget line and office facilities.
- There is need to provide adequate transportation for official duty.
- Duties need to be clearly specified using the job specification documents.
- The working conditions at the District Local Council need to be improved.
- There is need to provide more job security than before.
- There is need for the top management to develop a management style that will be embraced by the subordinates.
- There is a need to ensure that the employees of the District Local Council adhere to the Public Service work regulations.

## **5.7 Conclusion**

It is indicative of the above discussion that most of the hygiene factors such as supervision, working conditions, job security, and performance assessment have been met and for that reason the efforts made to motivate by the motivators are bound to succeed. This conclusion is built on the emphasis made by Herzberg that in order to motivate people an organisation needs to first have the baseline that is the hygiene factors in place and then the motivators will be used to motivate and in absence of the base line motivation is not possible to achieve.

While on the other hand one of the hygiene factors pay has not been met and this therefore implies that one of the hygiene elements in Kitgum District Local Council has not been satisfied and this in itself could act as a big hindrance to motivation. It can not even be stated explicitly that the hygiene factors that have been met as stated above in absentia of pay could be able to create the baseline that will adequately motivate the workers through the motivators. This therefore creates a dilemma as to whether the hygiene factors

are sufficient enough to create a solid baseline that can have a solid impact on the motivators.

Never the less there seems not to be much dissatisfaction in regards to motivation in the District Local Government but whether performance is good is an issue that needs critical examination.

From the same discussion it is established that the workers in Kitgum District Local Council in particular the middle cadres perceive that most of the motivators as described by Herzberg such as sense of achievement in ones job, responsibility, recognition, advancement and training are quite adequate. This therefore brings to light the realisation that workers are bound to be motivated to perform well since the baseline is there and the motivators are able to stimulate good performance.

The study has shown that there is some success in the use of intrinsic motivators and extrinsic motivators to improve performance at the District Local Council.

The study also revealed a dimension of unsatisfactory performance, with the majority of the middle cadres consenting to have heard complaints about unsatisfactory performance. This therefore creates an element of poor performance amidst good motivational measures.

However the findings contradict the assumption of the study and are not in support of the problem statement.

The researcher on the other hand recognises that the findings hold the perceptions of the middle cadres and heads of department of the District Local Council which may not necessarily reflect the situation on the ground.

This findings could mean several things either the workers of the District Local Council may be more concerned with protecting the image of the district other than their own interests, or the dysfunctional behaviour of the Local Council may be characteristic of most public institutions in the country and not attributed to lack of motivation but rather the relaxed disciplinary procedures, or the respondents are not aware that their performance is unsatisfactory, or the salary component is perceived so important that it undoes all the other good initiatives. There is need for further research to be able to confidently explain these issues.

However the conclusion is not firm due to all the unclear surrounding issues, although the position that is established from the findings is that most of the hygiene factors have been met and the motivators are also sufficient enough to enable motivation of workers at the District Local Council and therefore performance should be good.

The researcher has been able to observe that there is a consistent minority views of about 15 percent through out the research process and why this could be so my research instrument is not able to make me give a conclusive explanation but however through my experience in dealing with the human resources it could be because we have the hard core of disgruntled people in any organisation, who are always unsatisfied and what ever the organisation may try to do it will always be negatively perceived by these categories.



## 5.8 Recommendations

A further effort to motivate workers is required by the organisation. Issues to be addressed include:

- There is a necessity to improve on some of the preconditions as stated by Herzberg, which therefore calls for improving certain specific baseline factors through:
- The need to improve on supervision of the employees at all levels of the District Council.
- The need to improve on the working conditions at the District Local Government especially for the lowest cadres.
- There is need to improve on the job security of the district employees.
- Management should also improve on the management style by guiding the employees through regular staff meetings.
- Once all the hygiene factors are improved then the motivators as stated by Herzberg will have an increased impact than they already have.

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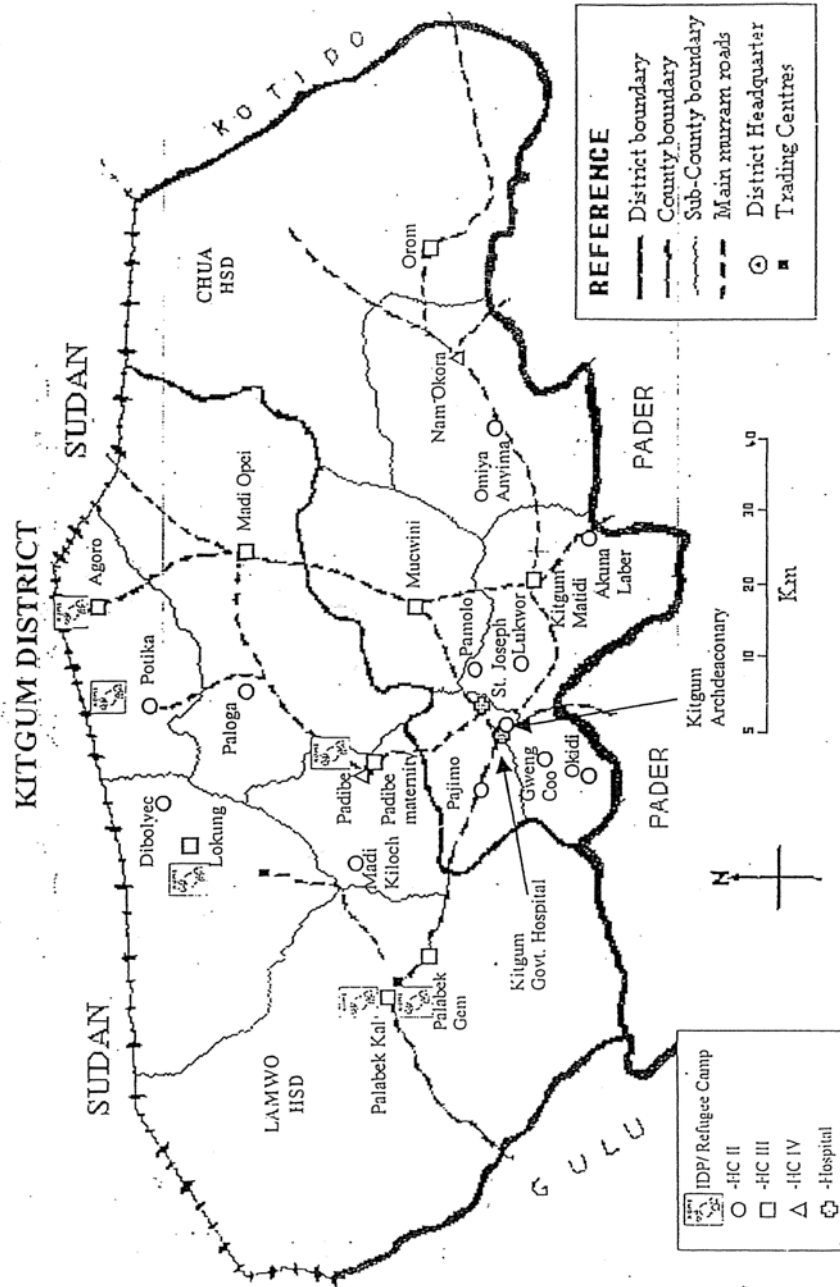
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# Appendix A

## Map of Kitgum District



# Appendix B

## Questionare for Middle Cadres

### INSTITUTE OF SOCIAL STUDIES

#### Human Resources & Employment Program Measuring Workers Performance, Motivation and Performance Management in Kitgum District Local Government in northern Uganda August 2008

#### Instruction

Please answer all questions:

1. The questionnaire is made up of both open ended and close ended questions.
2. The open ended questions are to be filled in the space provided while the closed questions require you to circle one of the options of the letters or as instructed.
3. All information given will remain confidential and to maintain anonymity no names are required but for the ease of analysis please indicate your personal details as presented in the Questionnaire.

#### **Personal Details:**

Name of Organisation:.....

Department:.....

Position:.....

Age:.....

Gender.....

Duration of Employment:.....

#### **Organisation and Performance:**

1- Do you agree with the following statements? Choose among the following, (a) Totally agree (b) Agree (c) Disagree (d) Totally disagree.

- Kitgum district local Government is the local arm of Central Government.
  - Kitgum district local Government is there to serve the local community.
  - Kitgum District Local Government is there to co-ordinate the services of the NGOS.
  - Kitgum District Local Government is there to implement decentralisation.
  - Kitgum District Local Government is there to provide timely and adequate services to the general public.
  - Kitgum District Local Government is both accountable to the local community and the Central Government.
- 2- What is the over all contribution of your job in the organisation?.....
  - 3- Do you feel that you can contribute positively to the Organisation?.....
  - 4- If yes, give reasons and if No, why?.....
  - 5- If you are not fulfilling the purpose of your Job, what do you think is the biggest stumbling block?

- (a) Organisation leadership (b) Human resource office
  - (c) Your colleagues (d) You're self (e) Central Government (f) Other
- (Please specify).

- 6- Do you feel you have enough support from the organisation to enable you perform well?  
 (a) Yes (b) No (c) Some how.
- 7- Do you feel that you have enough support from the people below you?  
 (a) Yes (b) No (c) Some how.
- 8- What do you think can be done to enable you to improve on your job?.....

**Job Satisfaction:**

- 9- Do you feel satisfied with your Job?  
 (a) Yes (b) No (c) Some how.
- 10- If you feel dissatisfied, what dissatisfies you most about your Job?  
 .....
- 11- What do you feel should be done, in order to make your job more satisfying?  
 .....
- 12- Do you feel you are using your talent, when performing your job or your talents are wasted, since the boss gives you clear directives to follow?  
 .....
- 13- When you make proposal to your boss, does your boss take you serious?  
 (a) Yes (b) No (c) Some times.  
 (b)-During the course of your duty, are you allowed to make certain decisions?  
 .....
- (c) If no, IS it important to you that you make some independent decisions in relation to your job?  
 (a) Yes (b) No (c) Some how  
 (d)About what kind of topics in your job are you allowed to make decisions?  
 .....
- (e)-How important are these decisions for you as an individual and for the organisation?  
 .....
- 14- Do you agree with the following, as being important? Please indicate against each by ranking from 1-5.
- Good pay
  - Good working conditions
  - Good physical surrounding
  - Adequate job security
  - Good working relations.
- 15- Do you agree with the following as being important elements in your job? Please rank each between 1-5.
- A feeling that you are able to achieve you aspirations and plans through your job.
  - To be recognised as contributing to the general organisational goal.

- A sense of feeling that you are responsible over your job and outcomes.
  - A feeling that your job offers you, a future prospect for advancement.
- 16- Do you agree with the following as important elements in your job? Indicate by ranking between 1-5.
- Proper supervision provided by your supervisor.
  - Undergoing both long term and short term training.
  - Your performance being monitored on a regular basis by your boss.
  - Planning your work each time before you begin a day.
  - Planning the setting of the work place before starting to work every day.

**Monetary Incentive and Work Performance.**

- 17-Do you think a good salary and allowance is a good incentive to encourage good performance?.....
- (b)-What is your opinion about your salary level?.....
- (c) -Do you find it adequate?.....
- (d)-If it is not adequate, what do you feel would be more adequate?.....

**Working Conditions and Work Performance.**

- 18-Do you think good working conditions is a good incentive to encourage good performance?.....
- (b)-What is your opinion about the working conditions in the district local Government?.....
- (c)-Do you find them effective to encourage good performance?.....
- (d)-In case they are not effective, what would you suggest to be done?.....

**Physical Environment and Work Performance.**

- 19-Do you believe a good physical environment has a contribution to make, towards good performance?.....
- (b) What is your opinion about the physical environment at the District Local Council?.....
- (c)-Do you find the physical environment adequate to encourage good performance.....
- (d)-In case it is not adequate, what changes would you suggest in order to make the environment more conducive?.....

**Job Security and Work Performance.**

- 20- Do you think that having an assured security over the retention of your job can encourage you to perform better?.....
- (b)-What is your opinion in relation to job security in your work? .....
- (c)-Do you find the security over your job adequate?.....
- (d)-In case you find your job relatively insecure, what suggestion do you make for change?.....



**Working Relations and Work Performance.**

21- Do you think if your working relation with your employees is good, would that influence your performance negatively? .....

(b)-What is your opinion about working relations at the District Local Council?.....

(c)-Do you find these relations beneficial to encourage people to work well?.....

(d)-If not beneficial, what is your suggestion in order to create effective change?.....

**Achievement and Work Performance.**

22-Do you think the sense of achievement is important to you?.....

(b)-Do you feel that sense of achievement, while performing your job?.....

(c)-If not, in your opinion what is hindering you from getting the feeling of achievement?.....

(d)-What do you suggest that needs to be done, for you to get a sense of achievement in your job?.....

**Recognition and Work Performance**

23- Do you think the feeling of recognition in your job is good incentive to enable you perform better? .....

(b) -Do you feel that you are recognised in your job?.....

(c)-If that feeling is lacking, what do you think is the stumbling block? .....

(d)-What do you suggest could be done, so that you are able to feel recognised in your job?.....

**Advancement and Work Performance**

24- Do you think when workers feel that their job allows them to advance from one career ladder to another; it serves as an incentive to encourage them to work harder? .....

(b)-Does your job offer you that possibility of advancing from one position to another?.....

(C)-If not, what in your opinion is preventing that form of advancement from taking place?.....

(d)-What do you suggest to be done to create a change in your work? .....

**Supervision and Work Performance.**

25- Do you think constant supervision by your immediate supervisor; is a good technique to encourage you performing well? .....

(b)-Are you supervised by your supervisor?.....

(c)-How effective do you find this supervision to enable you perform better?.....

(d)-If it is not effective, what do you suggest could be done?.....

**Performance Monitoring and Work Performance.**

- 26- What is your opinion about the performance assessment exercise carried out annually? .....
- (b)-How often is your performance assessed through the performance assessment exercise? .....
- (c)-Do you find this exercise effective in improving ones performance?.....
- (d)-If it is not effective, could you suggest how it could be improved to make an effect?.....

**Planned Work and Performance.**

- 27- What is your opinion about planning your work, before starting your daily duties and its contribution to good performance? .....
- (b)-Do you think it is a good practice?.....
- (c)-How often do you plan your work, before starting your duties every morning.....
- (d)-What is your suggestion to workers, who don't engage in the practice of planning their work before starting every morning?.....

**Training and Performance.**

- 28- Have you ever proceeded for training either long term or short term?
  - (a) Yes (b) No
  - (b)-How often do you go for training, either short term or long term? .....
  - (c)-Do you enjoy the training?.....
  - (d)-Has the training allowed you to perform your duties better?.....
  - (e)-If the training has not had an impact, what do you think is the stumbling block?.....
  - (f)-What is your suggestion, in order to remove this hindrance?.....
  - (g)-How do you think any worker that has undergone training could be made more beneficial to the organisation?.....

**Complaints and Performance:**

- 29- Have you had complaints about performance in relations to Kitgum District Local Government? .....
- (b)-If yes, what do you think are the reason for these complaints?.....
- (c)-Do you agree with these complaints?.....
- (d)-Who in your opinion is responsible for the complaints?.....

**Time Keeping and Time Management:**

- 30- During the course of doing your work, do you keep your time well?
  - (a) Yes (b) No (c) Sometimes.
  - (b)-Do you find the practice of time keeping important, to enable you perform your work well? Give reason for any of your choices.
  - (a) Yes (b) No (c) I don't know.

31-During the course of doing your work, do you manage your time well?

.....

(a) Yes (b) No (c) Sometimes.

(b)-Do you find the practice of time management important, to enable you perform your work well? Give reason for any of your choices.

(a) Yes (b) No (c) I don't know.

**Thanks for your responses.**

**QUESTIONNAIRE FOR UPPER CADRES**  
**INSTITUTE OF SOCIAL STUDIES**  
**Human Resources & Employment Program Assessing Workers**  
**Performance, Staff Incentive and Performance Management in Kitgum**  
**District Local Government in northern Uganda August 2008**

**Instruction**

Please answer all questions:

1. The questionnaire is made up of both open ended and close ended questions.
2. The open ended questions are to be filled in the space provided while the closed questions require you to circle one of the options of the letters or as instructed.
3. All information given will remain confidential and to maintain anonymity no names are required but for the ease of analysis please indicate your personal details as presented in the Questionnaire.

Name of the Organisation:.....  
Department:.....  
Position:.....  
Age:.....  
Gender.....  
Duration of Service:.....

**Work Performance and Organisation Management.**

1-Are you aware of the mission statement of Kitgum District Local Government?  
.....

(b) Do you remember it, state it?  
.....

(c) How does your job fit in the background of the mission?  
.....

**Work Performance and Staff Motivation.**

2-What is your over all opinion about work performance in Kitgum district local Government?  
.....

b) What is your over all opinion about workers motivation  
.....

3- Which incentives do you have to encourage workers?  
.....

B-Do you find such incentives that are in place to be adequate?  
.....

C-If they are inadequate or adequate, what is your independent suggestion on how to improve, in order to make them better?

.....  
4-Do you think of any of these elements as being important to your workers?  
Indicate how important by ranking from 1-5?

- To be able to achieve your aspirations and plans through your job.
- To feel recognized in the organisation as useful.
- To acquire that sense of responsibility over your job.
- To have a sense of feeling that your job helps you to advance further.

5-In your experience as a manager, do you think any of these is important to the workers? Indicate how important by ranking from 1-5?

- Adequate pay
- Good working conditions
- Reliable Job security
- Good working relations.

6- Do you as a line manager find any of these elements, as important when managing your Departmental staff? Indicate how important by ranking between the scale 1-5?

- Close supervision while performing their job.
- Assessing their performance through filling the appraisal form.
- Sending them for skills and career training.
- Monitoring their performance from time to time.
- Planning their work before they set off to work every morning.
- Planning the work setting before beginning to work.

7-In your opinion; do you think performance improvement is necessary?  
.....  
.....

(b) What do you think the public thinks about Kitgum District Local Government and what is your opinion about performance in the district?  
.....  
.....

(c)Do you think there is need for change and along what lines could that change be introduced?  
.....

8- How do you often carry out performance assessment of your subordinates?  
.....

(b) Do you feel that it is an effective way of assessing performance?  
.....

**Pay and Work Performance.**

9- As a manager, do you think an adequate payment; can help encourage workers to perform well?  
.....

(b) In your opinion how adequate do you find the salaries and allowances of the workers at the local council?  
.....

(c) In case they are not adequate, what is your suggestion for change?  
.....

**Working Conditions and Work Performance.**

10-In your experience as a manger, do you think good working conditions has a positive effect on performance?  
.....

(b) How effective do you find the working conditions in the District Local Council in encouraging workers to work harder?  
.....

(c) If the working conditions are not so effective, what suggestion would you make to ensure there is positive change?  
.....

**Physical Surrounding and Work Performance.**

11- Do you think a good and conducive physical environment is a positive incentive to enable good performance?  
.....

(b) How effective do you find the physical environment in the District Council in encouraging workers to perform better?  
.....

(C) In case is not effective, what is your suggestion for change?  
.....

**Job Security and Work Performance.**

12- Do you think a well assured job security over a workers job is good incentives to enable the worker perform better?  
.....

(b) What is your opinion about the job security at the district for the workers?  
.....

(c) Do you think they have adequate security over their jobs?  
.....

(d) If the jobs are not secured sufficiently, what would you suggest needs to be done?  
.....

**Working Relations and Work Performance.**

13- Do you think a good working relation among peers and superiors is a good incentive for good performance?  
.....  
.....

(b) What is your opinion about how workers relate at the District Council?  
.....  
.....

(c) Do you find these relations adequate to encourage good performance?

.....  
.....

(d) If they are not adequate, what would you suggest to make them better?

.....

**Achievement and Work Performance.**

14-What do you think about workers feeling that their work helps them to achieve their aspirations and plans , which in turn helps them to feel better about their jobs and encourage good performance?

.....

(b) In the District Council what is being done to ensure that workers feel that their job helps them achieve what they had planned?

.....

(c) How successful has the District Local Government been, in making workers feel that sense of achieving through their jobs?

.....

(d) Do you think there is room to do more for the workers?

.....

(e) What would you suggest to the District Local Council?

.....

**Responsibility and Work Performance.**

15- What do you think about the feeling of a worker that he or she is responsible over his job that makes them encouraged to perform well?

.....

(b) In the district council, what efforts are made to make workers feel that responsibility over their jobs?

.....

(c) If there are any measures in place, how effective have they been in making workers feel that sense of responsibility over their jobs?

.....

(d) Do you feel the organisation could still do more in this area?

.....

(e) Please suggest what could be done?

.....

**Recognition and Work Performance.**

16- What is your opinion about the feeling that workers want to be recognised by their contribution in their job which makes them feel good and encourages them to perform better?

.....

(b) In the district council, is this act of recognition well expressed?

.....  
(c) Has it had an effect on good performance?  
.....

(d) Do you feel the district has to do more in making the workers feel that their contribution is well recognised?  
.....

(e) As a manger please suggest ways to do that?  
.....

**Advancement and Work Performance.**

17-Do you think that when workers feel that their job helps them to advance from one ladder to another, they are made to feel good and perform better?  
.....

(b) Does the system in Kitgum District Council, offer workers an opportunity to move from one occupational ladder to another?  
.....

(c) If so, how effective has it been in facilitating good performance?  
.....

(d) If not, please suggest how it could be done to make it effective?  
.....

**Supervision and Work Performance.**

18- What is your opinion about adequate supervision as a good technique to improve workers performance?  
.....

(b) How often do the supervisors take their supervisory role in the district?  
.....

(c) In your opinion how effective have been these supervisions?  
.....

(d) If not so effective, suggest ways for change?  
.....

**Performance Assessment and Work performance**

19- What is your opinion about monitoring workers performance, through the performance assessment exercise?  
.....

(b) How often do you assess the performance of workers under your Department?  
.....

(c) Do you find these assessment exercises useful in improving workers performance?  
.....



(d) If not, what would be your suggestion in order to make them more effective?  
.....

**Planning Work and Performance.**

20- What is your opinion about the importance of planning work before a worker starts his or her daily duties?  
.....

(b) Do your departmental workers plan their work, before starting every morning?  
.....

(c) How effective has this been in boosting their performance?  
.....

(d) If it has not been very effective, what is your suggestion for improvement?  
.....

**Training and Performance:**

21-Do you as an organisation send your staff for further training?  
.....

(b) How often do you send them for training?  
.....

(c)What are the different types of training you employ to ensure that your workers get additional knowledge and skills?  
.....

(d) In your opinion what is the importance of taking your staff for skills training? (Short term).

- (a) To get additional skills and knowledge
- (b) To get a promotion
- (c) Career advancement
- (d) To get a job else where
- (e) Other, please specify.

(e) In your opinion what is the importance of taking your staff for career development training? (Long term).

- (a)To get additional skills and knowledge
- (b)To get a promotion
- (c)Career advancement
- (d)To get a job else where
- (e)Other, please specify.

(f) Do you always have a budget line for the training and how adequate is it?  
.....

(g)What is the seriousness of the workers, who go for training, when they return back to work?  
.....

(h) Do people go for training for their own advantage or for that of the Department?  
.....

(i) In your experience as a line manager, are there cases where people have been taken for training and immediately after, they opt to leave the organisation?  
.....

(j) What is normally done to such individuals?  
.....

(k) What impact does this have on the organisation?  
.....

**Time Management and Time Keeping.**

22- How important is time keeping and time management in regards to good performance?  
.....

(b) In your assessment is time keeping and time management taken seriously in the District Local Government?  
.....

(c) If no, what measures has the organisation placed forward to ensure time keeping and management is observed?  
.....

(d) What is your opinion about a worker who keeps time and may fail to manage and one who does not keep time and does manage time well?  
.....

(f) Do you think the element of time keeping is important or rather time management?  
.....  
.....

**Organisation Support.**

23- Do you get enough support from the Central Government to enable you perform your job?  
.....

b- If not what is your suggestion, in regards to this position, if you are to improve in your work?  
.....

24- Do you get enough support from the District Local Government to enable you perform your job?  
.....

b- If not what would you suggest to improve the current position?  
.....

25- Do you feel adequately supported by the workers under your management?  
.....

(b) If not, please suggest a way, that could make you feel more supported?

.....

**Working Documents.**

26-Are there at times some documents found missing during the assessment of the functioning of local Governments?.....

(b) If yes, what effect does this have on the over all function of the organisation?

.....

.....

(c) What in your opinion can be done to improve the situation and what has already been done?

.....

.....

**Thanks for your valuable responses.**

# Appendix C

## Work Performance

In an attempt to establish the perception of the departmental heads about the level of work performance at the District Local Government they were asked the question in table 4.1 and their responses were also captured in the same table.

**Table 4.1**  
What is your overall opinion about work performance?

Responses	Frequencies	Total %
Very good		
Good	4	66.7
Fair	1	16.7
Bad	1	16.7
Very bad		
Total	6	100

Source: Data collected by Author.

Table 4.1 shows that managers at the District Local Government have a positive perception about the performance of workers, which is contrary to the assumption of the study.

## Complaints in Regards to Performance

Table 4.2 indicates the responses made by the heads of section about the complaints made on the district workers in regards to low performance.

**Table 4.2**  
Have you had complaints about the performance of Kitgum District Local Government?

Response	Female	Male	Frequency	Total %
Yes	4	18	22	78.6
No	3	3	6	24.4
Total	7	21	28	100

Source: Data collected by Author

Table 4.2 shows that majority of the section heads are aware about complaints in relation to the low performance of the District Local Government.

In an attempt to establish if they consented to this complaints they were asked the question below and their responses have also been indicated.

**Table 4.3**  
Do you agree with these complaints?

Response	Female	Male	Frequency	Total %
Yes	4	16	20	71.5
No	3	5	8	28.5
Total	7	21	28	100

Source: Data collected by Author

Table 4.3 shows that the section heads agree to the complaints made against the district workers in regards to un satisfactory performance. In order to establish who are responsible for these complaints the section heads were asked the question: “Who in your opinion is responsible for the complaints?” Below is a list of their responses.

***Male Responses.***

- Those in the upper ends of the hierarchy.
- Both the administrators and the staff.
- The chief administrative officer.
- The district politicians
- Head of Departments and sections.
- Human resource Department.
- The chief administrative officer and the chief finance officer.
- The staffs in general of the district.
- The central Government.

***Female Responses.***

- Departmental heads and other staffs.
- The chief administrative officer.
- The central Government that provides low salaries.
- The poor performers among the employees.

In order to establish the reason for these complaints the section heads were asked the question: “what do you think are the reasons for these complains?” Below is a list of responses according to gender.

***Male Responses.***

- Delays in processing payment to contractors.
- Dissatisfaction with the authorities.
- Failure to follow normal procedures by the employees.
- In adequate incentives offered to employees.
- Problem of job insecurity.
- Local Government does not promote the existing staff in the available positions.
- No proper supervision, hence poor performance.
- No proper facilitation and co-ordination.

- Over expectations, which at times are not realised.
- Too much delegation by top officials.
- Poor working relations.
- Conflict between the civil servants and politicians.
- Some workers do things at their own will.
- High turn over rate by the employees.
- No proper induction and monitoring.
- Poor numeration of the employees.
- Some employees are always absent on duty.
- Poor facilitation of the various departments.
- Low salaries that are not up graded.
- Un realistic evaluation of performance.
- Lower cadres are not involved in staff meetings, in order to air their opinions.
- Too much political interference, leading to poor performance.
- Operational and programme funds are released late.

***Female Responses.***

- Poor performance as compared to other districts.
- Civil servants are not regular at work.
- Disagreement in the roles and duties to perform.
- The community is biased.
- Too many people to be served by few workers.
- Low payment given to the workers in form of salaries.
- Little commitment to work by the civil servants.
- Supervision is not adequate to encourage good performance.

**Incentives at the District**

The departmental heads were made to respond to the question in table 4.4 in order to establish what kind of incentives were in place in the District Local Council and their responses have been indicated in the same table.

**Table 4.4**  
What incentives do you have to encourage workers to perform well?

Responses	Frequencies	Total %
Accommodation/Office facilities	2	33.3
Performance appraisal	1	16.7
Promotion/Teamwork	1	16.7
Confirmation/Transport	1	16.7
Thanks giving/Training/Allowances	1	16.7
	6	100

Source: Data collected by Author

Table 4.4 shows the kind of incentives available in the District Local Government to motivate the work force. It is clear from the above responses

that the District Local Government has both intrinsic and extrinsic motivators in place to motivate good performance. However from the same source it is also evident that not much attention has been given to the employment of some performance management approaches such as supervision and monitoring work performance that are crucial for good performance.

### Adequate Incentives

The heads of departments were made to respond to the question in table 4.5 so as to establish if the incentives at the District Local Government were adequate to encourage good performance and their responses are also indicated in the same table.

**Table 4.5**  
Do you find such incentives that are in place to be adequate?

Responses	Frequencies	Total %
No	6	100
Total	6	100

Source: Data collected by Author.

Table 4.5 shows that even if there are incentives at the District Local Government to encourage good work performance, they are still not adequate to encourage optimum performance. This therefore means there is need for the organisation to do more towards motivation of its workers. However this contradicts the earlier responses made by the managers that performance is good and one begins to wonder if good performance is possible amidst inadequate incentives.

This finding supports Amable's conclusion in chapter two that states good performance may not necessarily be induced through incentives such as extrinsic motivators but at times good performance can be observed when people perform a task because it is worthy being performed in it self.

### Adequate Payment

In an attempt to establish if adequate payment could encourage good performance the departmental heads were asked the question in table 4.6 and their responses were as indicated below.

**Table 4.6**  
As managers do you think adequate payment can help encourage good performance?

Responses	Frequencies	Total %
Yes	5	66.7
No	1	33.3
Total	6	100

Source: Data collected by Author.

Table 4.6 shows that monetary reward in form of salaries is very important to encourage good work performance.

This finding supports Mc Gregors ideology that people have the potential to work but are encouraged to work when an organisation acts in a way that their commitment is established and one of the ways to do that is to pay adequate salaries.

Further still this finding is not in agreement with Amable's conclusion were he holds the view that extrinsic motivators are not good to encourage good performance but rather the importance attached to a particular act.

This finding is not in line with Herzberg's two factor theory that looks at salaries as a dissatisfier that needs to be present in a job but not as a motivator.

**Table 4.7**  
Do you find the salaries at the Local Government to be adequate?

Responses	Frequencies	Total %
Very good		
Good		
Fair	1	16.7
Bad	4	66.7
Very bad	1	16.7
Total	6	100

Source: Data collected by Author.

Table 4.7 shows that although salaries are paid to the workers in Kitgum District Local Government, such salaries are not perceived to be adequate enough to sustain the employee's life to a reasonable standard. This means that low salaries are a demotivator to the workers.

According to Herzberg poor pay is a demotivating factor and so this means the workers are demotivated by this pay and the motivators in place like advancement, recognition can not motivate, because the baseline is lacking.

### **Training (Upper Cadres)**

To be in a position to understand if the budget for training was adequate the heads of departments were asked the question in table 4.8 and the responses are as indicated.

**Table 4.8**  
How adequate is the Budget line for training?

Responses	Frequencies	Total %
Adequate	3	50.0
In adequate	3	50.0
Total	6	100

Source: Data collected by Author.

Table 4.8 shows that although training funds are not so adequate, the organisation has taken training as a serious element. However it is not sufficient to cover every employee.

### **Supervision (Upper Cadres)**



In an attempt to establish if supervision at the Local Government was effective the heads of department were asked the question in table 4.9 and their responses are indicated below.

**Table 4.9**  
In your opinion how effective have been these supervisions?

Responses	Frequencies	Total %
Very good	1	16.7
Good	3	50.0
Fair	1	16.7
Bad		
Very bad	1	16.7
Total	6	100

Source: Data collected by Author.

Table 4.9 shows that supervision at the District Local Government is effective. If workers are effectively supervised then that is a positive effort towards good performance management. Supervision is taken to be important at the District Local Government and it is carried out effectively.

This finding is in line with performance management literature that perceives supervision as a good performance management tool to induce good performance.

**Table 4.10**  
Do you think at the District Local Government the act of recognition in ones job is well expressed?

Responses	Frequencies	Total %
Yes	4	66.7
No	2	33.3
Total	6	100

Source: Data collected by Author.

The response in table 4.10 shows that the workers are being well recognised for their work and this can lead to job satisfaction, motivation and the resultant good performance.

This finding is in support of Mc Gregors theory Y that stresses the need for winning workers commitment through incentives and performance management approaches in order to attain good performance. It is also in line with Herzberg’s two factor theory that acknowledges the act of recognition towards workers as a motivator to good performance. It is in support of Amable’s conclusion about the importance of intrinsic motivators in promoting good performance.

It is in agreement with Mayo’s conclusion that the “need for recognition is more important in determining workers morale and productivity than the physical conditions under which the person works”.

### **Achievement (Upper Cadres)**

In an attempt to establish if the District created that feeling of achievement among the district workers the heads of departments were asked the question in table 4.11 and their responses were as indicated.

**Table 4.11**  
How successful has been the District Local Government in creating that feeling of achievement in employees work?

Responses	Frequencies	Total %
Very good		
Good		
Fair	2	33.3
Bad		
Very bad	4	66.7
Total	6	100

Source: Data collected by Author.

Table 4.11 shows that the District Local council has not been able to make the workers feel their jobs will help them achieve their aspirations and yet all workers have future plans to be achieved through their work. Since this feeling is lacking frustration can be the resultant effect and decline in work effort.

### Salary

In order to establish the perception of the section heads on the resultant effect of a good salary on to motivation they were asked the question: “Do you think a good salary is a good incentive to encourage good performance.” Below in table 4.25 their responses were indicated.

**Table 4.25**  
Do you think a good salary is a good incentive to encourage good performance?

Response	Female	Male	Frequency	Total %
Yes	6	20	26	92.9
No	1	1	2	7.1
Total	7	21	28	100

Source: Data collected by Author.

Table 4.25 shows that majority of the section heads perceive good salary and allowance as a good incentive to encourage good performance.

This finding is not in support of Amable’s conclusion that views extrinsic motivators as not being good in encouraging good performance but intrinsic incentives are better motivators to encourage people to perform and it is also not in line with Herzberg’s two factor theory which states that money is a hygiene factor and not a motivator.

It is in support of Mc Gregors theory Y that urges organisations to act in away that can win the commitment of the employees and one of these ways is through providing adequate salaries and allowances.

### Working Conditions

To find out the perception of the heads of sections about the importance of working conditions to encourage good performance, the heads of section were

asked this question: “Do you think good working conditions is a good incentive to encourage good performance?” Below in table 4.26 are the responses captured.

**Table 4.26**

Do you think good working conditions is a good incentive to encourage good performance?

Response	Female	Male	Frequency	Total %
Yes	6	19	25	89.3
No	1	2	3	10.7
Total	7	21	28	100

Source: Data collected by Author.

In Table 4.26 the majority of the heads of sections perceive good working conditions as a good incentive to encourage good performance.

This finding is not in agreement with Amable’s finding which looks at extrinsic motivators not as being good to encourage good performance but rather intrinsic motivators as good motivators.

It is also not in line with Herzberg’s two factor theory that argues working conditions is a hygiene factor, which has to be present in a job before the satisfiers can motivate a person. According to this theory working conditions is not a motivator but a dissatisfier.

It is inline with Mc Gregor’s theory Y that urges organisations to behave in a manner that can be able to win the commitment of its workers.

In order to establish the working conditions at the district, the section heads were asked the question: “What is your opinion about the working conditions at the District Local Government?” Below in table 4.27 are the responses made.

**Table 4.27**

What is your opinion about the working conditions at the District Local Government?

Response	Female	Male	Frequency	Total %
Very good				
Good	2	2	4	14.2
Fair		7	7	25
Bad	5	11	16	57.2
Very bad		1	1	3.6
Total	7	21	28	100

Source: Data collected by Author.

Table 4.27 shows that both the female and male heads of sections perceive the working conditions at the District Local Government to be poor.

In order to find out what could be done, to ensure better working conditions, the question was asked to the section heads: “What can be done to make working conditions effective” and below is the list of responses made and divided according to their gender.

***Male Responses.***

-More assistance needed from the line Ministries.

- District leader's capacity needs to be built.
- Clear job descriptions need to be established.
- Need to foster good working relations.
- Availability of adequate funds for departments.
- Government needs to increase salaries and allowances.
- Provision of modern equipments.
- Roles of politicians need to be clearly spelt out.
- Need to fill the vacant positions to reduce work over load.
- The need to appraise workers timely, promote were necessary and confirm timely.

***Female Responses.***

- There is need to furnish the offices.
- There is need to gather opinions and get a way forward.
- There is need to Increase operational funds.
- Politicians should stick to making policy only.
- There is need to improve on manager –staff relationship.
- There is need for more office equipments.

**Physical Environment**

In order to ascertain the importance of the physical environment towards good performance, the section heads were asked the question: “Do you believe a good physical environment has a contribution to make towards good performance?” Below in table 4.28 their responses have been indicated.

**Table 4.28**  
Do you believe a good physical environment has a contribution to make towards good performance?

Response	Female	Male	Frequency	Total %
Yes	6	20	26	92.9
No	1	1	2	7.1
Total	7	21	28	100

Source: Data collected by Author.

In table 4.28 it is established that both the female and male heads of section perceive a good physical environment as a good element towards good performance.

This finding is not in line with Amabile's conclusion about the less significance of extrinsic motivators to promote good performance and it also goes against Herzberg's two factor theory that places the physical environment among the hygiene factors and therefore not able to motivate people.

It is in agreement with Mc Gregor's theory Y that urges organisations to behave in a manner that can be able to win the commitment of its workers. In an attempt to establish the opinion of the section heads on how to improve on the physical environment, they were asked the question: “In case it is not effective what is your suggestion for change?”

Below is a list of responses in accordance to gender on how to improve the physical environment in the district.

***Male Responses.***

- Compound cleaners need to be contracted to maintain the compound.
- There is need for the organisation to provide freezers to offices.
- There is need to improve on the sanitation.
- Make offices spacious.
- There is need to tarmac roads to the offices
- Modern facilities brought to the offices.
- Trees planted in the compound.
- There is also need to furnish the offices.
- Provision of funds to offices.

***Female Responses.***

- Compound cleaners need to be contracted to maintain the compound
- Provision of funds to offices.
- Make offices spacious.

**Job Security**

In order to establish the perception of the heads of sections over the importance of job security in relation to good performance they were asked the question: “Do you think having an assured security over the retention of your job can encourage you to perform better?” Below in table 4.29 their responses have been captured.

**Table 4.29**

Do you think having an assured security over the retention of your job can encourage you to perform better?

Response	Female	Male	Frequency	Total %
Yes	5	17	22	78.6
No	2	4	6	21.4
Total	7	21	28	100

Source: Data collected by Author.

Table 4.29 Shows that the heads of section perceive a good security over ones job is good to encourage good performance.

This finding is not in line with Amable’s finding that places little significance to extrinsic motivators and it is also not in support of Herzberg’s two factor theory that views job security as a hygiene factor that needs to be present in a job but not as a motivator.

It is in line with Mayo’s conclusion were he states the need of security as being important in determining workers morale and productivity than the physical conditions under which the person works”.

It is in agreement with Mc Gregor’s theory Y that urges organisations to behave in a manner that can be able to win the commitment of its workers. One of these ways could be through provision of good job security.

In an attempt to establish how job security could be improved the section heads were asked the question: “If the jobs are not secured sufficiently, what would you suggest that needs to be done?”

Below is a list of responses from the section heads separated according to gender on how job insecurity could be improved.

***Male Responses.***

- There is need to avoid nepotism.
- There is need for a better structure of leadership.
- There is need for further training so that people acquire the required standards.
- The Government needs to revise some key sections in the constitution.
- There is need to improve on individual performances.
- The Government organs should be aware of organisation polices.
- Politicians should not get involved in civil service administration.
- There is need to avoid segregation.
- Consultations should be made, in case of redeployment.

***Female Responses.***

- There is need to improve on individual performance.
- There is need for proper coordination and transparency, in order to help civil servants perform better.
- Politicians need to leave the civil servants alone.
- Civil servants should be retired at old age.

**Working Relations**

In an attempt to find out the perception of the section heads about the importance of good working relations and good performance, they were asked the question: “Do you think if the working relation with your employees is good, that would encourage you to work better?” Below table 4.30 shows their responses.

**Table 4.30**

Do you think if the working relation with your employees is good, that would encourage you to work better?

Response	Female	Male	Frequency	Total %
Yes	4	18	22	75
No	3	3	6	25
Total	7	21	28	100

Source: Data collected by Author.

Table 4.30 shows that both the female and male section heads perceive working relations as a good motivator to encourage good performance.

This finding is not in line with Herzberg’s two factor theory that looks at working conditions as a dissatisfier and not a motivator.

It is in support of Mc Gregors theory Y that states organisations should act in a manner that can increase the commitment of the workers to the organisation objectives.

In an attempt to establish ways to improve on the working relations at the District Local Government the section heads were asked the question: “If they are not adequate, what would you suggest to make them better?”

Below is a list of responses on how to improve on the working relations at the district grouped according to gender.

***Male Responses.***

- Politicians should learn to work together amongst each other.
- Employees need to work as a team.
- People should be given equal opportunities.
- Standing orders should be followed.
- Procedures need to be followed and an understanding among workers should be cultivated.

***Female Responses.***

- People need to develop team spirit other than jealousy.
- There is need to sensitise the district councillors on their responsibility.
- Top management should have a human heart towards subordinates.
- Chief Administrative officer should look into staff matters.
- Workers need to be motivated.

**Supervision**

In order to establish the perception of the section heads on supervision as a management tool to create good performance, the section heads were asked the question: “Do you think constant supervision is good to encourage good performance?” Below in table 4.31 their responses have been indicated.

**Table 4.31**  
Do you think constant supervision is good to encourage good performance?

Response	Female	Male	Frequency	Total %
Yes	5	12	17	60.7
No	2	9	11	39.3
Total	7	21	28	100

Source: Data collected by Author

Table 4.31 shows that the heads of sections have a positive perception about supervision and the resultant effect on good performance.

This is in support with the literature on performance management approaches that stresses supervision as a performance management tool to encourage good performance.

It is also in support of Mayo’s conclusion were he stated that supervision is good but he also added that the kind of supervision will determine the way worker’s take directives from their managers.

In order to establish, if supervision at the District Local Council is being carried out. The section heads were asked the question: “Are you supervised by your superior?” Their responses have been indicated in table 4.32

**Table 4.32**  
Are you supervised by your superior?

Response	Female	Male	Frequency	Total %
Yes	5	15	20	71.5
No	2	6	8	28.5
Total	7	21	28	100

Source: Data collected by Author

Table 4.32 shows that supervision at the district is being carried out.

### Performance Assessment

In order to establish the opinion of the section heads about the assessment exercise carried out periodically, they were asked the question: “What is your opinion about the performance assessment exercise?” Below in table 4.33 their responses have been indicated.

**Table 4.33**  
What is your opinion about the performance assessment exercise?

Response	Female	Male	Frequency	Total %
Very good	6		6	21.4
Good		18	18	64.3
Fair				
Bad	1	3	4	14.3
Very bad				
Total	7	21	28	100

Source: Data collected by Author

Table 4.33 shows that the performance exercise at the District Local Council is observed as a good exercise to assess performance. This is in line with the literature on performance management that places emphasis on performance assessment as a tool to achieve good performance.

### Achievement

In order to establish the perception of the heads of sections in regards to the importance of the sense of achievement in ones job. The heads of section were asked the question: “Do you think that sense of achievement is important to you, when performing your job?” Below in table 4.34 their responses have been indicated.

**Table 4.34**  
Do you think that sense of achievement is important to you, when performing your job?

Response	Female	Male	Frequency	Total %
Yes	7	19	26	92.9
No		2	2	7.1
Total	7	21	28	100



Source: Data collected by Author.

Table 4.34 shows that the heads of sections both female and male perceive the sense of achievement towards their job as an important element to encourage good performance.

This finding is in agreement with McGregor's theory Y that places emphasis on the importance of winning the commitment of workers through incentives.

It is in line with Amabile's finding that asserts the importance of intrinsic motivators in encouraging good performance rather than extrinsic motivators.

It is also in line with Herzberg's two factor theory that views achievement as a motivator and not a hygiene factor. It is also in support of the soft human resource management approach which states that jobs should be made challenging to enable people to perform well.

### Responsibility

To be in position to establish the perception of the heads of section towards the feeling of responsibility and good performance, they were asked the question: "Do you think the feeling of responsibility over ones job is good incentive to encourage good performance?" Below in table 4.35 their responses have been indicated.

**Table 4.35**

Do you think the feeling of responsibility over your job is good incentive to encourage good performance?

Response	Female	Male	Frequency	Total %
Yes	7	20	27	96.4
No		1	1	3.6
Total	7	21	28	100

Source: Data collected by Author.

Table 4.35 shows that the section heads perceive the feeling of responsibility over ones job as an incentive to good performance.

This finding is in agreement with McGregor's theory Y that places a burden on organisations to act in a manner that will encourage the positive attitude of workers towards good performance.

It is in support of Amable's conclusion that gives strength to intrinsic motivators as good incentive towards good performance and it is also in agreement with Herzberg's two factor theory that looks at responsibility as a motivator and not as a hygiene factor that forms the baseline that a job should incorporate.

### Recognition

In order to establish the perception of the section heads on the act of recognition over ones job, they were asked the question: "Do you feel the sense of recognition in your job is good incentive to enable you perform?" Below in table 4.36 their responses have been indicated.

**Table 4.36**

Do you feel that the sense of recognition in your job is good incentive to enable you perform?

Response	Female	Male	Frequency	Total %
Yes	7	18	25	89.3
No		3	3	10.7
Total	7	21	28	100

Source: Data collected by Author

Table 4.36 shows that the section heads perceive the act of recognition over ones job as a good motivator to encourage one to perform better?

This finding is in line with Amable’s conclusion about intrinsic motivators that create a feeling of encouragement and the resultant good performance and it is also congruent with Herzberg’s two factor theory that looks at recognition in ones job as a motivator to good performance.

It is in agreement with Mayo’s conclusion were he states the need of recognition as being important in determining “workers morale and productivity than the physical conditions under which the person works”.

**Advancement**

In order to establish the perception of the section heads on the element of advancement and the resultant good performance, they were asked the question: “Do you think that when workers feel their job allows them to advance, it’s a motivator for good performance?” Below in table 4.37 their responses have been captured.

**Table 4.37**

Do you think that when workers feel that their job allows them to advance, it’s a motivator for good performance?

Response	Female	Male	Frequency	Total %
Yes	7	18	25	89.3
No		3	3	10.7
Total	7	21	28	100

Source: Data collected by Author

Table 4.37 indicates that the sense of advancement in ones job is perceived to be important for the resultant good performance.

This finding is in support of McGregor’s theory Y that urges organisations to act in a manner that can induce positive attitude of workers to produce increased out put.

It is also in line with Amable’s conclusion on the importance of intrinsic motivators in improving performance and it’s also in support of Herzberg’s two factor theory that looks at advancement as a motivating factor to performance.

**Training**

In order to establish if the workers are sent for training to build their capacity they were asked the question: “Have you ever proceeded for training either short term or long term?” Below in table 4.38 their responses have been listed.

**Table 4.38**  
Have you ever proceeded for training either short term or long term?

Response	Female	Male	Frequency	Total %
Yes	6	17	23	82.1
No	1	4	5	17.9
Total	7	21	28	100

Source: Data collected by Author

Table 4.38 shows that majority of the section heads have under gone some kind of training and therefore the organisation has made some efforts to train its workers. This is good for improving their level of performance.