

# Effect Of Motivation On Employee Performance In Non-Government Organizations (NGOS): A Case Of Mbale City

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**Abstract:** *The study looked at Mbale City's Non-Governmental Organizations to see how motivation of employees affected performance. The study's goals were to determine the impact of pay, incentives, and promotions on employee performance. In this study, mixed qualitative and quantitative approaches were used in a co - relational study design. Based on the findings, this study draws the conclusion that employee performance has been greatly improved by the rewards, compensation, and advancement chances offered by NGOs in Mbale City. This study suggests that in order to increase employee performance, HR managers of NGOs should work to improve the terms of compensation, reward programs, and possibilities for advancement. The present inquiry was a case study that focused on NGOs in Mbale City. Future studies should adopt cross sectional methods targeting several firms within a given sector for instance insurance or banking.*

**Keywords:** employee performance and non-government organizations

## Background of the Study

The most precious asset in any firm, anywhere in the world, is its people. Managers at forward-thinking companies place a high priority on identifying and fully using worker abilities and abilities in the fast-changing business environment of today. This is based on the management's awareness that a group's ability to recruit a pool of qualified employees and train and inspire its workforce is a key factor in determining success (Siegfried, 2016). Human resources, in contrast to other productive assets, consist of persons with unique psychosocial needs that should be primarily fulfilled and managed to support an organization's overall growth. Management develops and puts into practice tactics aimed at motivating workers to address their psychosocial requirements in order to achieve sustained high performance. Researchers from a variety of human behavior fields, including economics, psychiatry, and sociology, have produced theoretical postulation addressing what motivates people. Abraham Maslow's needs hierarchy is one of the most complex and understandable motivational theories. The notion connects a person's desire (motivation) to engage in and complete an activity with their requirements. Maslow divides the needs into five categories: physiological, safety and security, social, esteem, or ego and ego. These categories are arranged in a hierarchy pyramid. He contends that the physiological and safety needs at the base of the pyramid must be met before safety and security, which serve as the foundation for people's ability. In Sri Lanka, Bawa (2017) tested this theory and established that lower cadre employees in government and non-governmental entities have high regard for needs at the lower level. At the same time, those in higher cadre attach more value to needs at a higher level of the pyramid.

## Statement of the problem

Adoptive human resource methods have been used by non-profit organizations to recruit and keep exceptional workers (Ndegwa, 2018; Mulwa, 2019). The tactics sought to raise employee motivation in order to raise output and decrease turnover. Flexi-time implementation and improved horizontal communication are two treatments that these firms are putting into place to provide employees greater autonomy in how they manage their time and activities. Kurdi and Alshurideh (2020) assert that employee performance is influenced by a variety of elements, including motivation, dedication, and innovation, whereas organizational performance is influenced by employee 's performance and the business climate.

The absence of motivated employee can be detrimental to organization performance which will be evident due to low productivity and high employee turnover. This study investigated the effects of motivation on employees' performance in non-government organizations. a case study in Mbale City.

## Specific objectives

1. To find out the effect of remuneration on employee performance in NGOs.
2. To assess the effect of rewards on employee performance in in NGOs
3. To determine the effect of promotional opportunities on employee performance in NGOs.

## Research Questions

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Methodology

**Research Design**

In this study, mixed qualitative and quantitative approaches were used in a co - relational study design. The research can use bridge data to effectively explain, describe, validate, and infer the study phenomenon thanks to the use of a correlational research design (Leavy, 2017). The study's design was excellent since it allowed researchers to quantify the relationship between the two variables and demonstrate how changes in one variable affected the other. As a result, the correlational research design aided in discovering the connection and influence between employee motivation and job performance.

**Population**

The population of this study comprised all elements bearing observable characteristics that were of interest to the researcher (Saunders, 2009). This included all employees of 60 employees from selected NGOs in Mbale City. The population was spread across functional units as shown in Table 1

**Table 1: Sample size**

Respondents	Population	Sample size
Managers	10	08
Human Resource managers	05	05
Other employees	185	4
<b>Total</b>	200	60

Source: *Field data, 2022*

**Sampling Design and Procedure**

Sampling is the process of choosing a smaller, more manageable number of people to take part in research study (Dawson, 2012). According to Kothari (2004) sampling is the selection of only few items from the universe for the purpose of study. For the purpose of this study random sampling was opted because it helped to eliminate bias, it gave all individual an equal chance to be chosen, manageable number of representative and facilitated easy estimation of sampling error.

**Data Collection methods**

The researcher employed a wide range of methods to collect data as provided by Kothari (2005) and these were;

**Questionnaires**

By using this technique, the researcher created questionnaires that were posted for responders to complete (these were the line staff of the chosen NGOs). Open-ended and closed-ended questions were both favored since they made it easier for respondents to decide quickly and for the researcher to code the data for further analysis. The researcher often chose questionnaires since they were adaptable when completed personally, simple to evaluate, and covered a large spectrum of people. The questionnaires included questions about the respondents' backgrounds, methods of motivating employees, the connection between promotions and employee performance, and the impact of compensation on employee performance.

**Interview**

There was direct face to face interaction between the researcher and the respondent (this was applied to the senior human resource manager of the NGOs. It was used by the researcher and hence no rigidity and a number of questions were asked and more information in depth was obtained from the respondent.

**Data Analysis**

The data collected was edited for completion, consistent and reliability. Data was categorized and summarized into frequency and percentage tables facilitate by respondents and interfering meaningful conclusion were edited and compiled together.

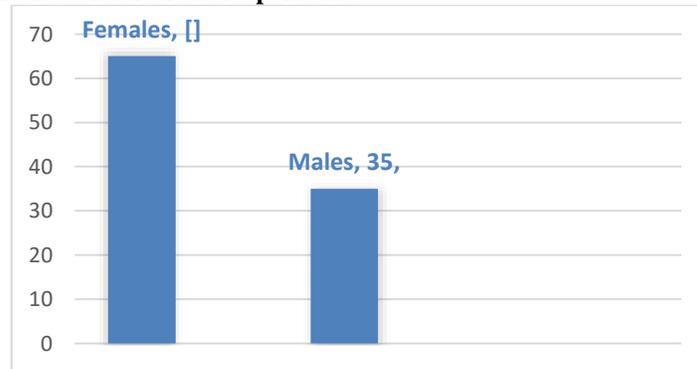
**Results**

**Demographic characteristics of the research respondents**

**Gender of the respondents**

The analysis of gender of the respondents was subjected to the questionnaire sample as presented in the figure below;

**Figure 1: Gender of the respondents**



Source: *Field data, 2022*

According to figure 1 above, the results indicate that 35 percent of the respondents interviewed were male while 65 percent were female. The gender distribution implies that both males and females participated in the study. Overall male participation rate was higher than that of females.

**Age of the respondents**

The age of respondents is presented in the table below.

**Table 2: Age of the respondents**

Age	Responses	
	Number	Percentage
26-35	30	50
36-40	12	20
Above 40 years	18	30
<b>Total</b>	<b>60</b>	<b>100</b>

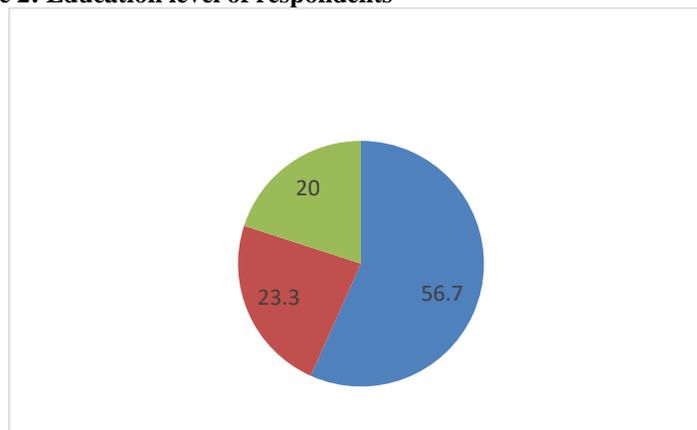
Source: *Field data, 2022*

According to table 4.1, the findings revealed that 50percent of the respondents were in the age bracket of 26-35, followed by (30percent) who were in the age bracket of 40 years and above, and finally 20percent were 36-40 years. This implies that the study captured responses irrespective of their age.

**Education level of respondents**

The education level of respondents was also captured as seen below.

**Figure 2: Education level of respondents**



Source: *Field data, 2022*

The results in figure 2 show how education level of respondents was captured and categorized and the findings indicate that 56.7 percent of the respondents had completed university, 23.3 percent had completed tertiary, 20 percent had completed secondary. The findings demonstrate that majority of the respondents were literate and knew how to read and right thus their information was relevant for the study.

**Marital status of the respondents**

The marital status of respondents was also captured and grouped differently for easier analysis as it's seen in the table below.

**Table 3: Marital status of respondents**

Marital status	Responses	
	Number	Percentage
Married	34	56.7
Single	20	33.3
Separate	06	10
<b>Total</b>	<b>60</b>	<b>100</b>

Source: *Field data, 2022*

The marital status of all the respondents were presented in table 3 above. The findings revealed that 56.7 percent of the respondents were married, followed by 33.3 percent who were single and 10 percent were separated. This implies that the study captured responses irrespective of their status and most of the respondents were people who were married and had responsibilities.

**Presentation of the findings****Effect of remuneration on employee performance in NGOs**

The effect of remuneration on employee performance are presented in the figure below;

**Table 4: Effect of remuneration on employee performance in NGOs.**

Responses		
	Frequency	Percentage
Good salary is a good motivation.	40	66.7
High performing employees get bonus.	08	13.3
Leave pay motivates an employee to stay in the farm	12	20
<b>Total</b>	<b>60</b>	<b>100</b>

Source: *Field data, 2022*

The results in the table 4 above indicate that majority of the respondents (66.7 percent) revealed that good salary is a good motivation for them. Some respondents argued that when the salary is good, it motivates them to stay in the organisation and it boosts their performance and productivity. This was followed by 20 percent respondents who revealed that leave pay motivates them and finally 13.3 percent revealed that high performing employees get bonus and this motivates their performance.

**Effect of rewards on employee performance in NGOs**

The effect of rewards on employee performance are presented in the figure below;

**Table 5: Effect of rewards on employee performance in NGOs**

Responses		
	Frequency	Percentage
Insurance boosts employee performance	18	30
Pay increment improves employee performance	35	58.3
Commissions motivate workers to work harder	07	11.7
<b>Total</b>	<b>60</b>	<b>100</b>

Source: *Field data, 2022*

The results in the table 5 above indicate that majority of the respondents (58.3 percent) revealed that pay increment improves employee performance, followed by 30 percent who revealed that insurance boosts employee performance. 11.7 percent revealed that commissions motivate workers to worker harder.

**Effect of promotion on employee performance in NGOs**

The effect of promotion on employee performance are presented in the figure below;

**Table 6: Effect of promotion on employee performance in NGOs**

Responses	Frequency	Percentage
Promotion makes workers revenue increase and this improves on their productivity	22	36.7
Promotion motivates employees to improve performance	20	33.3
Promotion inspires employees to accomplish their tasks and encourages competence	18	30
<b>Total</b>	<b>60</b>	<b>100</b>

Source: *Field data, 2022*

The results in the table 6 above indicate that majority of the respondents revealed that 36.7 percent of the respondents revealed that promotion makes workers revenue increase and this improves on their productivity, followed by 33.3 percent who revealed that promotion motivates employees to improve performance. 30 percent of the respondents revealed that promotion inspires employees to accomplish their tasks and encourages competence.

### Conclusion

There is enough data to say that payment is used extensively based on the findings in the previous chapter. Good salaries, incentives, and leave payouts are only a few of the remuneration practices that have been implemented. The study draws the conclusion that one of the crucial components of employee incentive that considerably improves employee performance in Non-Governmental Organizations is compensation.

The second research topic sought to determine how incentives affect workers' productivity in non-governmental organizations. This study comes to the conclusion that certain NGOs used prizes, which is consistent with the descriptive statistics. Non-financial and monetary rewards like insurance and raises are a few of the ones that NGOS have adopted.

### Recommendations

Having identified that remuneration is one of the key elements of employee motivation that significantly enhances employee performance in Non-Governmental Organisations, this study recommends that the HR managers of NGOs should seek to improve on remuneration terms in place so as to significantly drive employee performance.

Subsequently, more improvement in reward systems and structures in NGOs can also significantly contribute towards performance of employees.

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