INVESTIGATE THE EFFECT OF MOTIVATION ON EMPLOYEE PERFORMANCE IN UGANDAN UNIVERSITIES.

Lubaale Rashid,

PhD Candidate,

Faculty of Management Studies,

Islamic University In Uganda.

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Abstract

This study was conducted to examine how staff are motivated and how they perform duties at their work places in Universities in Uganda. A multi-dimensional questionnaire was used to collect data on both the independent and dependent variables of the study. The independent variable was predicted to have several sub-dimensions while the dependent variable that explained employee performance was uni-dimension. In conducting the study, the data was collected from both public and private universities that ONLY taught accredited courses. Universities teaching expired programmes as listed in NCHE website were excluded from the study. While selecting the participants for the study from the selected Universities the study considered staff gender, specialization, qualifications, academic levels, staff category and whether they were motivated or not as staff attributes. The general objective of the study was to analyze the factor structure of motivation that predicts employee performance among staff in universities.

Keywords: Motivation, Employee Performance

1. Introduction

1.0. Overview of the study.

Due to subpar employee performance, the education industry has encountered issues on a global, regional, and local level. People often underperformed their duties and regularly left their jobs in quest of better possibilities in other industries, according to a global perspective.

1.1 Background

The emphasis of the learning and growth perspective is on how the company must grow, innovate, and learn in order to achieve its goals (Sartor, 2019). As a result, this dimension's contents are primarily focused on the employees. Increased sales of new items, the percentage of sales attributable to new products and services, inventiveness, product innovation, and shorter

development times are some typical learning and growth indicators (Cooper & Ezzamel, 2016).The four BSC dimensions were employed in the current study to reflect employee performance. While the financial perspective concentrated on cost effectiveness, revenue growth, and productivity, the internal business process of the study focused on waste reduction and quality (defect-free) products. While learning and growth view indicated creativity, product innovation, and shortened development time as important performance indicators, customer perspective reflected service quality, customer feedback, and time efficiency. The motivator elements are those that affect an employee's sense of happiness or motivation at work and are related to their desire for professional advancement. The second step involves inspiring employees by giving them freedom to pursue difficult goals with little interference, praising them for their hard work and recognizing good performance and productivity, and giving employees more responsibility as long as they demonstrate the desire and capacity to handle it (Alshmemri, Shahwan-Akl, & Maude, 2017).

1.2 General Objectives

To analyze the factor structure of motivation that predicts employee performance among staff in universities in Uganda.

1.3 Specific objectives,

To determine whether staff appreciation has a positive impact on employees' performance in Ugandan universities.

To examine the effects of conducive working environment on employee's performance in Universities in Uganda.

To find out if monetary motivation influence employee's performance in Universities in Uganda.

1.4 Operational Definitions

Motivation: the capacity of high levels of effort to contribute to the achievement of organizational goals to meet some personal demands.

Employee Performance refers to how well an employee completes a task as determined by predetermined, established standards for accuracy, completeness, cost, and speed. Job performance includes presence at work, accommodating and helpful behavior, and production timeliness in addition to quality and amount of output.

2. Literature

2.0. Overview

This chapter presents the theoretical review, Empirical Review and Critical review of related studies carried out by other researchers. It gives the in-depth meaning of concepts, findings and gaps in such studies.

2.1. Motivation

Since employee performance is important to enterprises, managers should think about enhancing employee performance by enticing employees to carry out their jobs and duties as effectively and efficiently as they can. As a result, motivation in the workplace is crucial and essential since it has the potential to alter employees' behavior for the better. Because of this, many managers are

of the opinion that their firms can achieve great things when they cultivate motivated personnel. We should be aware of what motivation means in order to comprehend its function properly. Latin-derived motivation literally translates as "to move" (Wade & Tavris, 2008). According to psychologists, motivation is the process that propels a person toward accomplishing a goal. Additionally, motivation provides a person a goal and the drive to attain it. It aids people in pushing or pulling away from undesirable aspects of their lives. Employers today are curious about motivation and how to inspire their staff to increase productivity. According to research, employees with limited skill sets need things like job security, income, benefits, less onerous plant regulations, and managers who are compassionate and understanding. People enjoy receiving comments on their performance and the impression that their superiors genuinely care about them. Armstrong (1988) defined motivation as the factors that cause people to act or behave in particular ways and take the necessary efforts to guarantee their needs are met. Employees enjoy receiving praise and acknowledgment for their efforts. People enjoy being engaged, consulted, and given the chance to make suggestions. In one aerospace missile plant, the straightforward strategy of having all employees' names on placards at their workstations and having each program group work in an area where machines and equipment were painted a different color resulted in increased morale and productivity as well as significantly lower turnover and absenteeism. Giving individuals praise, in the words of Wancevick (1994), is essential for motivation. Extrinsic motivation, or what is done to get individuals to perform (external), and intrinsic motivation, or self-generated variables, which affect people to behave in a particular way or move in a particular direction, are two different types of motivation. The following questions are answered by motivation. Why do people act in certain ways (at work)? What aspects of people and work environments are linked to efficient job performance? The psychological process that gives behavior direction and purpose is referred to as motivation.

In order to improve employee performance, managers in business organizations face the issue of managing the motivational elements of their staff by meeting their requirements on a personal and professional level (Alonso and Lewis, 2001). Indeed, the majority of studies discovered that many businesses worldwide place a strong emphasis on employee performance and rewards that can boost both that performance and the productivity of their operations (Brewer and Selden, 2000). The touchy topic of employee motivation at work continues to be one that affects how much effort individuals are willing to put forth to commit to high performance. This indicates that incentive, whether intrinsic or extrinsic, boosts employee happiness, which in turn improves performance and productivity (Bhattacharyya, 2007). According to Lawler (2003), treating people fairly in the twenty-first century is not an option; it is a duty. Dreher and Dougherty (2002) underlined that a company's capacity to build and retain a competitive advantage over rival businesses depends on how it manages its staff.

2.1.1. Importance of Motivation

Due to its significant impact on employees' job performance and duties, motivation is essential for management and organization. While highlighting the significance of motivation, Resist

Likert referred to it as "the core of management" in his book. This statement implies that every person seeks a safe, cordial, and encouraging relationship that gives them a sense of value (DewakarGoel, 2012: 153). Similar to this, Allen noted that "poorly motivated people can nullify the soundest organization" while highlighting the need of motivation (Dr. R. K. Singla, 2009: 52). Because there are specific requirements for physical, financial, and human resources in order to be able to fulfill any goal, motivation aids in mobilizing human resources.

2.1.2. Motivation Process and Strategies

Various thinkers describe motivation as a Goals that are intended to satisfy needs and wants are developed, and a behavior pathway is chosen that is anticipated to lead to the goal's achievement (Armstrong, 2010). To carry out everyday duties and inspire workers with shared objectives, a motivation approach is required. Both monetary and non-monetary awards are included in a comprehensive reward system (Cascio, 2015). 2017 (Bratton & Gold).

2.1.3. Financial Motivation

Whether in the form of salary, commission-based labor, stock options, incentives, or any other rewards for performance. The role of money is vital. Money can signify prestige or power in addition to just having monetary value. While behavioral scientists prefer to position money low on the side of motivators, economists and the majority of managers tend to place it high. Both perspectives are likely incorrect (Mullins, 1996). They might prevent the person from feeling unsatisfied and from looking for another employment, but they are unlikely to be a powerful incentive unless they are significant enough to be felt. Money's effectiveness as a motivator, however, is debatable. Typically, productivity does not rise in direct proportion to an increase in funding. If given more money, some people might be able to work less and spend more time relaxing. Direct and indirect cash benefits are the two categories. The former is made up of pay, rewards, and bonuses.

2.1.4. Non-Financial motivation

Utilizing factors like a conducive workplace atmosphere and employee recognition at work, employees are motivated to work hard. The reward system is made up of both material and intangible incentives that are given to employees and are divided into two categories: benefits linked to the job and benefits related to the workplace.

2.1.4.1. Conducive working environment

The incentives for the workplace would be effective management, ethical rules and procedures, occupational safety and health, and fair treatment. The latter, however, includes indirect benefits like insurance, vacations, medical coverage, child care, and employee help.

2.1.4.2. Employee Recognition

Reward management, according to Noe, Hollenbeck, Gerhart, and Wright (2017), comprises developing and putting into practice strategies and policies that seek to compensate individuals fairly, equitably, and consistently in line with their worth to the firm. It deals with the development, application, and upkeep of reward procedures that are intended to boost team, organizational, and individual performance. Recognition, responsibility, intriguing job, and promotion are all examples of work-related incentives. Employee recognition entails publicly praising an employee's noteworthy performance or noteworthy deeds related to their job duties (David et al., 2015). Employee of the year awards, verbal compliments, and monetary bonuses such as spot, quarterly, and annual bonuses can all be used as forms of recognition. The goal of employee recognition is to reinforce specific actions and behaviors in order to motivate workers to improve their performance. The impact of recognition on employee engagement, innovation, and output, as well as how these relate to business performance, was examined by Kaufman, Chapman, and Allen (2013). The findings showed that well-recognized individuals have greater ties to their employers, better work relationships, and more drive and determination. Additionally, highly respected workers are significantly more likely to produce innovations and improved productivity. Recognition was shown to improve employee performance more than pay and incentives did. On the necessity to replicate the analysis locally, contextual inadequacies are clear.

At Kenyatta University, Ndungu (2017) investigated the impact of rewards and recognition on worker performance. The study focused on employees at Nairobi's main campus of Kenyatta University. A descriptive research design was employed in the study. Purposive sampling and stratified random sampling were used in the sampling process. According to the findings, employee appreciation affects performance. There are knowledge gaps about the necessity to handle the complete reward system's other components outside recognition.Through a field experiment, Bradler, Dur, Neckermann, and None (2016) objectively investigated employee recognition and performance. For the purpose of determining the impact of unexpected public acknowledgment on employee performance, the study used a controlled field experiment. More than 300 workers were hired by the researchers to complete a three-hour data entry activity. After two hours of labor, workers in a random sample of work groups received surprise praise. Results showed that rewarding employees led to better performance in the future. When rewards were given just to the top performers, performance improvement was greater. It's interesting to note that employees' performance improved most in the future when they didn't receive acknowledgment. The study identifies methodological inadequacies about the requirement to use novel research designs in addition to experiments and to evaluate performance across a sizable time period in Uganda.

2.2. Performance in Organizations

Performance is a complex idea that has several possible interpretations (Hutchinson 2013). It is the amount and caliber of work contributions made by a single person or by a team of employees while doing a task. Good performance is the reason for creating a specific job and is essential to the productivity of the entire firm. Performance is frequently referred to as an employee's "bottom line" at work. Greene claims that the term "performance" can apply to either results or behaviors or both. The company gains certain benefits by measuring results quantitatively because it requires less subjectivity. It's important to keep in mind, though, that not all jobs can be quantified. Because they may be evaluated subjectively, sometimes what is countable may not bear any significance. On the other hand, behavioral measures are thought to be appropriate for the majority of employment (Greene 2011). It's important to keep in mind, though, that not all jobs can be quantified. Because they may be evaluated subjectively, sometimes what is countable may not bear any significance. On the other hand, behavioral measures are thought to be appropriate for the majority of employment (Greene 2011). Although the targets may be met, there may be unnecessary resource waste throughout the process, thus the real productivity gains more comprehensive performance. An assessment of performance efficiency looks at resource costs in relation to goal achievement. According to Ali and Opatha (2013), employee performance can be assessed in terms of responsiveness, morale, quality and quantity of output, and customer satisfaction. Employees have more opportunities in firms with high employee performance than in those with low performance. Performance is correlated with the work that a company hired the individual to undertake and did well. Performance incorporates judgment and assessment processes in addition to actions (Banfield et al., 2018). Performance refers to the actions that can be evaluated and measured.

2.2.1. Job Performance

Since an organization's success depends on its employees' creativity, inventiveness, and dedication, a good employee performance is essential for the organization (Ramlall, 2008). Stabilizing our economy requires solid job performances and productivity development as well as higher living standards, higher incomes, and more consumer-friendly goods. In order to achieve its business objectives and gain a competitive advantage, a company depends heavily on the individual and collective performance of its workforce (Bailey et al., 2018). Aguinis (2013) asserts that constant monitoring or measurement of employee performance is crucial for a business to be successful in reaching its objectives. Giving employees timely feedback and evaluations for their work and performance in accordance with the pre-established goals and resolving any issues is another aspect of effective monitoring and measuring.

2.2.2. Measuring Job Performance

In most firms, supervisory ratings are used to gauge performance, but Kostiuk and Follmann (1989) argue that because these statistics are so subjective, they are not very useful. Bishop (1989) adds that the majority of employment lack an objective productivity indicator. The constancy of worker performance is highest under steady working conditions, according to Bishop (1989), but in reality, stable working conditions are rare. This makes it much more difficult to accurately assess performance. Perry and Porter (1982) assert that even in the absence

of commonly accepted criteria, many employees' performance will likely be evaluated. Some academics argue that a person's personality plays a more specific influence in job performance, as was previously mentioned. The performance of the staff should be evaluated using a set of measures that is well-balanced (Kew & Stredwick, 2016). The balance score card, created by Kaplan and Norton in 1992, is a performance assessment instrument that emphasizes four main elements of measurement: financial, customer, internal process, and learning perspectives. A strong instrument for implementing strategy and regularly tracking strategic performance is the BSC framework. The internal business process dimension evaluates the procedures that are thought to be most important in ensuring shareholder and customer satisfaction. Productivity, less waste, and high-quality (defect-free) products would be key measures under this category (Park et al., 2017).

2.3. Employee Motivation and Performance

Human relations theory (Filley et al., 1976) gave rise to the idea that motivation affects performance. For a very long time, researchers have been examining the connection between employee motivation and job performance.

2.3.1. Financial Payment and Job Performance

By changing the inputs required to produce their desired outputs, employees' performance can raise organizational productivity. However, in addition to personnel performance, there are numerous other elements that influence organizational productivity. According to Akerlof and Kranton (2010), many organizations would achieve their objectives if they comprehended identity economics.

2.3.2. Non Financial Payment and Job Performance

Employee performance and employee recognition are strongly positively correlated and statistically significant. The report suggests pursuing bonuses like spot, quarterly, and yearly bonuses as a means of encouraging staff to perform better. The study also suggests enhancing the system of service awards by adding accolades like employee of the year honors.

2.4 Conceptual Framework

According to the performance. Employee recognition and performance have a statistically significant positive correlation. To motivate employees to perform better, the research advocates pursuing bonuses such as spot, quarterly, and annual bonuses. The research also recommends improving the service award program by including accolades like employee of the year awards.

2.5 Establishment of Gap and Personal Critique summary

Following the evaluation of the literature mentioned above, extensive research on the impact of motivation on worker performance was conducted outside of Uganda. It has been demonstrated

through evidence from empirical and theoretical literature that there is a substantial relationship between employee performance and motivation.

3. Methods.

Data on the study's independent and dependent variables were gathered using a multi-dimensional questionnaire. There was only one dimension in the dependent variable, but there were several sub-dimensions in the independent variable, which was thought to explain employee performance. Data were acquired for the study from both public and private universities that only offered approved courses. Universities with programs that have expired were excluded from the analysis because they were noted on the NCHE website. selecting research volunteers from the selected universities.

4. Results

Kaiser-Meyer-Olkin (KMO) measure of sample adequacy and Bartlett's test of sphericity

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.908
Bartlett's Test of Sphericity	Approx. Chi-Square	6122.143
	df	703
	Sig.	.000

A statistical method for identifying underlying elements or dimensions in a set of data is factor analysis. The Bartlett's test of sphericity and the Kaiser-Meyer-Olkin (KMO) measure of sample adequacy are the two statistical tests employed in factor analysis. The KMO sample adequacy metric is used to examine whether the study's variables are suitable for factor analysis. The range is 0 to 1, with values closer to 1 indicating a dataset that would be better suited for factor analysis. The variables in your analysis seem to be strong candidates for factor analysis because your KMO measure is 0.908, according to your results. While this would indicate that the variables are related and suitable for factor analysis, Bartlett's test of sphericity examines whether the correlation matrix connecting the variables significantly departs from the identity matrix. The test returns degrees of freedom (df), a significance level (sig.), and a rough chi-square value. The chi-square value for your circumstance is 6122.143, there are 703 degrees of freedom, and a significance level of 0.000. The low p-value (Sig.), which demonstrates that the correlation matrix significantly differs from the identity matrix, demonstrates the link between the variables and their eligibility for factor analysis. Based on the KMO measure and Bartlett's test, it looks that your data set qualifies for factor analysis overall.

Total variance explained (sum of variances of all individual principal components extracted using Principal component analysis)

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	9.995	26.302	26.302	9.995	26.302	26.302	6.434	16.932	16.932
2	4.222	11.111	37.413	4.222	11.111	37.413	5.360	14.105	31.037
3	3.448	9.073	46.485	3.448	9.073	46.485	4.586	12.067	43.104
4	2.962	7.795	54.280	2.962	7.795	54.280	4.200	11.053	54.157
5	1.157	3.044	57.324	1.157	3.044	57.324	1.203	3.167	57.324
6	.965	2.538	59.862						
7	.952	2.506	62.369						
8	.898	2.363	64.732						
9	.830	2.184	66.916						
10	.767	2.019	68.935						
11	.743	1.955	70.890						
12	.670	1.763	72.653						
13	.642	1.689	74.342						
14	.631	1.660	76.002						
15	.605	1.591	77.593						
16	.574	1.512	79.105						
17	.556	1.464	80.569						
18	.521	1.371	81.940						
19	.515	1.356	83.296						
20	.482	1.270	84.565						
21	.461	1.212	85.777						
22	.442	1.163	86.940						
23	.432	1.138	88.078						
24	.412	1.085	89.163						

25	.409	1.076	90.239
26	.388	1.022	91.261
27	.357	.939	92.200
28	.354	.930	93.130
29	.337	.886	94.016
30	.302	.795	94.811
31	.296	.779	95.590
32	.276	.727	96.317
33	.267	.703	97.020
34	.257	.676	97.696
35	.246	.646	98.342
36	.226	.595	98.937
37	.208	.547	99.484
38	.196	.516	100.000

Extraction Method: Principal Component Analysis.

Communalities (The proportion of each variable's variance that can be explained by the factors)

1	Q1	Financial recognition is the most used type of recognition given to staff who perform well in my organization.	Salary	Q1	1	0.581
2	Q2	Salary advances are provided to staff in my organization	Salary	Q2	1	0.629
3	Q9	Staff who get low salaries are given bonuses in order to improve their incomes in my organization	Salary	Q9	1	0.501
4	Q11	Staff who get low salaries are also given housing allowances as a top up to get better accommodation.	Salary	Q11	1	0.524
5	Q16	Salaries in my organization are paid to staff on time.	Salary	Q16	1	0.596
6	Q19	Good salaries paid by my organization attract the best staff.	Salary	Q19	1	0.646
7	Q20	Staff can use their salaries as surety to get loans from banks.	Salary	Q20	1	0.548
8	Q33	My organization pays the best salaries to its staff.	Salary	Q33	1	0.641
9	Q35	Salaries are used as a means of motivating staff in my organization.	Salary	Q35	1	0.538
10	Q37	My organization provides salary increment every year to its staff.	Salary	Q37	1	0.565
11	Q3	I perform well because my organization is transparent to all staff	Employee Performance	Q3	1	0.624
12	Q4	I perform well because my organization sets clear expectations to the staff	Employee Performance	Q4	1	0.621

13	Q12	Staff performance is different because they have different targets.	Employee Performance	Q12	1	0.563
14	Q15	The performance of staff in y organization has risen because managers appreciate their good work.	Employee Performance	Q15	1	0.631
15	Q24	Good performance of staff at my organizations is due to giving staff development opportunities to staff.	Employee Performance	Q24	1	0.577
16	Q25	The staff performance has improved due to putting in place good reward systems.	Employee Performance	Q25	1	0.564
17	Q26	Good staff performance is my organization is due to the positive work culture set by the organization.	Employee Performance	Q26	1	0.682
18	Q27	Good planning in this organization has brought about good employee performance.	Employee Performance	Q27	1	0.555
19	Q28	The good staff performance in my organization is due to encouragement of diversity in terms of staffing.	Employee Performance	Q28	1	0.572
20	Q29	I perform well in my organization because the organization has proper performance appraisal methods	Employee Performance	Q29	1	0.566
21	Q5	Best employees are recognized every month at my work place	Employee Recognition	Q5	1	0.659
22	Q6	The most recognized staff at the end of the year is given a trip out of the country. Recognition is done monthly.	Employee Recognition	Q6	1	0.647
23	Q8	A prize worthy good service is given to a recognized staff(s) every month	Employee Recognition	Q8	1	0.615
24	Q22	Employees who are recognized more than ten times, their names are written in the organization's hall of fame.	Employee Recognition	Q22	1	0.513
25	Q30	Every labour day, the best employees are recognized by my organization.	Employee Recognition	Q30	1	0.533
26	Q10	The organizational climate at this workplace helps workers to provide a service above self.	organisation climate	Q10	1	0.513
27	Q13	The climate of the organization allows staff to undertake professional development programmes	organisation climate	Q13	1	0.598
28	Q14	The organization climate prioritizes fun for the staff	organisation climate	Q14	1	0.603
29	Q18	The organizational climate allows top management to delegate responsibilities to lower level managers	organisation climate	Q18	1	0.566
30	Q23	The organizational climate allows me to do my personal work	organisation climate	Q23	1	0.664
31	Q31	The organizational climate is that of high standards	organisation climate	Q31	1	0.635

| 32 | Q32 | The climate in the organization renders financial cooperation among staff for personal development. | organisation climate | Q32 | 1 | 0.594 |
| 33 | Q34 | The organizational climate helps staff to have a proportional work-life balance. | organisation climate | Q34 | 1 | 0.63 |

Coefficient analysis

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.540	.258		5.966	.000
	Salary	.211	.066	.184	3.188	.002
	Employee_Recognition	.190	.055	.199	3.440	.001
	Organisation_Climate	.159	.059	.153	2.692	.007

a. Dependent Variable: Employee_Performance

The table above displays the regression model's coefficients, which include "Employee Performance" as the dependent variable. Along with their corresponding coefficients, the independent variables "Salary," "Employee Recognition," and "Organisation Climate" are displayed. When all independent variables are equal to zero, the constant coefficient, which represents the intercept term in the regression equation, is 1.540. It is 0.211 for the "Salary" coefficient. As a result, it is expected that the employee's performance will improve by 0.211 units for every additional unit of pay. A standard deviation of 0.066 applies to this coefficient. The coefficient for "Employee Recognition" is 0.190. For every unit increase in employee recognition, it is estimated that a worker's performance will increase by 0.190 units. A standard deviation of 0.055 applies to this coefficient. The "Organisation Climate" coefficient is 0.159. It suggests that for every unit improvement in the workplace environment, employees' performance is projected to increase by 0.159 units. There is a standard deviation of 0.059 for this coefficient.

The regression model demonstrates that compensation, employee recognition, and work environment all have a favorable impact on employee performance. Compared to pay and recognition for employees, the workplace climate has a slightly less but still significant impact.

Variance analysis

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	24.782	3	8.261	20.003	.000^b
1	Residual	127.609	309	.413		
	Total	152.391	312			

a. Dependent Variable: Employee_Performance

b. Predictors: (Constant), Organisation_Climate, Salary, Employee_Recognition

The above ANOVA table describes the analysis of variance for the regression model that uses "Employee Performance" as the dependent variable. The regression's sum of squares (SS), which measured variability in the model, was 24.782. With respect to the number of predictors (constant, organizational atmosphere, wage, and employee recognition), the regression has three degrees of freedom (df). The F-statistic was calculated by dividing the mean square of the regression by the mean square of the residual. In this instance, it is 20.003. The level of significance for the regression model was 0.000, suggesting that it is statistically significant. Overall, the ANOVA table indicates that the regression model, which includes factors like constant, organizational atmosphere, wage, and employee recognition, significantly explains the variability in employee performance.

Multiple regression

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.403^a	.163	.154	.64263

a. Predictors: (Constant), Organisation_Climate, Salary, Employee_Recognition

R=0.403, which stands for the correlation coefficient. It reflects the degree and direction of the linear relationship between the dependent variable (employee performance) and the independent factors f(organizational Climate, salary, and employee recognition). Despite the mild strength of the link, the correlation in this instance is positive, indicating a positive relationship. 0.163 is the value of the R Square coefficient of determination. The amount of the dependent variable's variance that can be accounted for by the independent variables is represented by this term. The model's independent variables in this instance can account for about 16.3% of the variation in employee performance. The adjusted R Square is 0.154. It takes into account the number of

predictors and the sample size, adjusting the R Square value. It offers a more conservative estimate of the variation explained percentage. In this instance, taking into account the number of variables and the sample size, approximately 15.4% of the variance in employee performance is explained. The relatively low R Square score, however, highlights the fact that there is still a sizable degree of unexplained variance.

5. Conclusion

In conducting the study, the data was collected from both public and private universities that ONLY taught accredited courses. Universities teaching expired programmes as listed in NCHE website were excluded from the study. While selecting the participants for the study from the selected Universities the study considered staff gender, specialization, qualifications, academic levels, staff category and whether they were motivated or not as staff attributes.

6. Recommendations

Given that various motivating factors may occasionally have different effects on employee performance, the researcher suggests that businesses routinely examine employee motivation. The researcher urges businesses to take additional non-financial aspects into consideration as motivators because the study demonstrated that they have a positive impact on employee performance. Examples include organization climate and recognition.

7. Area of further researcher.

The researcher believes that investigations to ascertain how employee performance is impacted by motivation may still be conducted outside of academic institutions. This will enable managers to make decisions based on a variety of criteria.

8. Authors' Biography

Lubaale Rashid, holds Bachelors of Arts with Education, Master's degree in Business Administration, majoring in International Business and is currently pursuing a course of study leading to the Award of a Doctorate of philosophy in Business administration, in the Department of Business Studies, Faculty of Management Studies of Islamic University In Uganda.

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