

Motivation, job satisfaction and turnover intentions among employees of Empowered at dusk
women's association Kampala Uganda

By

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Declaration

I hereby declare that this dissertation is my own work carried out under the supervision of Dr. Wandera Robert Otyola. I affirm that the statements made and conclusions drawn are based on my research work. And acknowledgements have been done accordingly in form of citations, quotations and references for other people's work. Therefore, I confirm that the intellectual content contained in this work is my own effort.

Name

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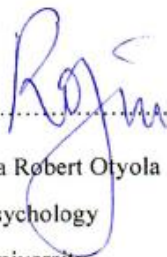
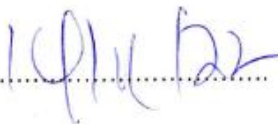
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Approval

This dissertation has been submitted for examination with my approval as the supervisor

Signature..........Date..........

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Dedication

I Namajja Vanessa dedicate this dissertation to my loving parents whose affection and support are always a source of encouragement for me to reach at this destination. My parents and teachers who gave real eyes that help me to leads myself and others in the dark and cruel world.

Acknowledgement

I am so grateful to the almighty God for the gift of life, guidance, protection and for being with me through the course of study.

In a special way I extend my great appreciation to my beloved parents for this wonderful opportunity of education and continued guidance and support in all that I do. They deserve to be called the best parents in this world.

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Abstract

The study focused on Motivation, job satisfaction and turnover intentions among employees of Empowered at dusk women's association Kampala Uganda and the study objective were; to identify how motivation of employees is carried out at Empowered at dusk women's association. to examine the level of job satisfaction among employees at Empowered at dusk women's association, to assess what causes turnover intentions among employees at Empowered at dusk women's association and to suggest the possible ways to increase motivation and job satisfaction among employees at Empowered at dusk women's association.

To suggest the possible ways to increase motivation and job satisfaction among employees, random methods of sampling was employed by the researchers to select respondents in order to get information. The sample size was 50 staff of Empowered at dusk women's association. Questionnaires, document review, interviews, observation and document review were the data collection methods used in data collection.

From the study, it was established that what motivates employees at Empowered at dusk women's association include; good working environment, salary enhancement, good employee relationship and availability of training programs at work place. From the research it was found out that all the employees of Empowered at dusk women's association are satisfied with their current jobs. Low payment, lack of motivation, technology, over working were identified as the main causes of employee turnover intentions.

From the study, the researcher suggested the following recommendations; set up a rewarding system where employees who are hardworking can be recognized, set a conducive salary structure where employees get enough basing on what job they are doing and finally. The organization should also start giving allowances and work leaves to its employees in a bid to increase their motivation and job satisfaction.

CHAPTER ONE: INTRODUCTION OF THE STUDY

Introduction

This chapter contains the background of the study, organizational background, and problem statement, aim of the project, project objectives, research questions, and significance of the project, the scope and the definition of the terms.

Background of the study

Global business environment is fast changing and the organizations which are adaptable to the change are the one going to survive. Organizations need to frame strategies in order to endure the challenging competition, and the one which are able to survive will be able to sustain longer than others. One of the greatest challenges organizations face today is how to manage turnover of work force that may be caused by migration of a lot of industrial workers. This may be because of their lack of Motivation and commitment for the organization; this point of view emphasizes the importance of the study of Motivation and its relationship to Job Satisfaction (Anu & Shilpa, 2005). The HRM policies and practices should be directed in such a manner that they are aligned to the organization strategies and also understand the employee expectations. These strategies are not just directed towards the retention and attraction but also overcome other adverse effects of demotivation and dissatisfaction such as absenteeism, low performance, lower morale, low contribution to the team, less coordination, less orientation towards organizational objective these could affect the organization capacity to compete in the highly competitive business environment. This makes it important to study and understand the factors which motivate and create job satisfaction among employees.

As a part of such a competitive business environment every organization has to plan and strategize as per the prevailing business situation. Today the organizations are highly focused on customer preferences so as to maximize the returns of business. The organizations have also realized the importance of building internal competency and capacity so as to survive and compete in this dynamic business environment. Ensuring employee commitment towards organizational objective has been a critical issue faced by majority of the organization. Organizations are doing their best in understanding various factors which could motivate the employees and make sure of the required commitment towards organizational objective. The organizations failing to develop such framework of organizational practices will result in high turnover of employees which will burden organization with extra cost of hiring and

training new employees as well as non-execution of organization plans and strategies in the desired manner and low productivity and performance.

The four most important indicators are factors that are somewhat amenable to change. For example, increasing training opportunities, improving the physical working conditions and environment through improved physical structures, equipment, and materials, may help improve these important working conditions. Other highly discordant factors (greater than 40% discordance) included opportunity to advance, good employment benefits, time for family life, good income, and being based in a good location (Peters et al, 2010). These factors of job satisfaction are very dynamic in nature and every factor has a varying effect on the employee motivation. Hence it is important for the organization to maintain the stock and composition of factors influencing employee motivation and job satisfaction so as to take rightful measures in time to enable to face competition. This has brought high level of responsibility on HR of the organization to update themselves with current level of satisfaction and motivation among employees to ensure the required level of commitment.

Organizational background

EADWA is a Ugandan MARPs founded and women led organization working with Most at risk Populations, refugees and other marginalized groups to promote health and well-being, socio-economic empowerment, reduce gender-based violence, stigma and discrimination founded in 2008 and EADWA is currently a registered as company limited by guarantee with registration number 193240 with a secretariat located in Bwaise, Mukalazi road in Kampala district.

The organization plays an essential role in the areas of GBV prevention, advancing SRHR for all, friendly access of HIV prevention services, demand creation and transforming social norms for the integration of MARPs and refugees. Facilitating coordinated interventions responsive to the needs of most at-risk populations and refugees is EADWA's core. The organization Vision is A society where MARPS, refugees and other marginalized communities are treated with respect and dignity and the Mission is to promote equal rights, inclusive opportunities and comprehensive SRHR services for MARPS, refugees and other marginalized communities in Uganda. The Objectives of the organization include to facilitate quality life, health and human rights, including the documentation and exposure of violations and stigmatization against MARPs, refugees and other marginalized groups, to mobilize and organize MARPs, refugees and other marginalized groups for socio-economic transformation initiatives. And to establish

and strengthen partnerships and alliances for MARPs, refugees and other marginalized groups in Uganda.

Priority Areas of the organization

Advocating for human rights and an enabling environment. Institutional strengthening and staff capacity building. Prevention combining behavioral and structural interventions for HIV/AIDS and SRHR services. Socio-Economic Empowerment of members

Problem statement

Neglect of monitoring employee turnover within an organization can reduce the ability of the organizational leaders to control the costs of employee turnover (Guilding, Lamminmaki, & McManus, 2014). Employee turnover is costly for an organization, especially small organizations (Inabinett & Ballaro, 2014). The cost of employee turnover may average one and half times the employee's total annual compensation package, depending on the employee level. Employee turnover is one reason a company may fail. Turnover intentions are a subject to low motivation among employees by their employers. Although there has been much research on the topic of employee turnover, suggestions to improve employee retention have been minimal. There is limited research on employee retention within small and medium sized organizations such as Empowered at dusk women's association. The researcher intends to add to the subject of employee turnover intentions in small organizations by evaluating motivation, job satisfaction and turnover intentions among employees at Empowered at dusk women's association.

The purpose of the study

The aim of the project was to evaluate Motivation, job satisfaction and turnover intentions among employees of Empowered at dusk women's association.

Objectives of the study

1. To identify how motivation of employees is carried out at Empowered at dusk women's association.
2. To examine the level of job satisfaction among employees at Empowered at dusk women's association.
3. To assess what causes turnover intentions among employees at Empowered at dusk women's association.
4. To suggest possible ways to increase motivation and job satisfaction among employees at Empowered at dusk women's association.

Research Questions

1. How is motivation of employees carried out at empowered at dusk women's association?
2. What is the level of job satisfaction among employees at empowered at dusk women's association?
3. What are the causes of turnover intentions among employees at empowered at dusk women association?
4. What are the possible ways to increase motivation and job satisfaction among employees at Empowered at dusk women's association?

Project significance

The study was carried out for the purposes of evaluating Motivation, job satisfaction and turnover intentions among employees at Empowered at dusk women's association.

This study is of immense importance to employers and employees, educationists and all other related stakeholders of Empowered at dusk women's association as it focused on evaluating Motivation, job satisfaction and turnover intentions among employees at Empowered at dusk women's association.

The study was to benefit students, researchers and scholars who are interested in developing further studies on the subject matter.

Scope of the study

The scope of the study refers to the parameters under which the study was operating. The problem you seek to solve fitted within different parameters. Therefore, this section discusses the geographical, conceptual and time scope.

Conceptual Scope

This research focused on evaluating motivation, job satisfaction and turnover intentions among employees at Empowered at dusk women's association.

Geographical Scope

The study was carried out at Empowered at dusk women Association offices located located in Bwaise, Mukalazi road in Kampala district.

Time Scope

This study was carried out for a period of four months from May 2022 to September 2022.

Definition of terms

Motivation

According to Kinicki and Fugate (2012), motivation is defined as the psychological processes which bring about the direction, arousal, and the persistence of actions that are voluntary and goal directed

Job satisfaction

Job satisfaction is defined as a pleasurable emotional state resulting from the appraisal of one's job, an affective reaction to one's job, and an attitude towards one's job. It can also be defined as a worker's sense of achievement and success in an organization.

CHAPTER TWO: LITERATURE REVIEW

Introduction

According to Connolly (2009), literature review discusses published information in a particular subject area, and sometimes information in a particular subject within a specific subject in a certain period of time. It reveals copious sources where the researchers have borrowed constructive ideas that are deemed ideal for the fulfillment of any research.

This review focuses on the summary and synthesis of work related to the project. It also looks at various areas that are relevant to the subject area. In this chapter, the researcher presented some of the published works that are related to the study, and in this case, the researcher presented literature in the area of motivation, job satisfaction and turnover intentions among employees. This chapter also consists of a critical review of research work from journals, Internet sources and other projects already done, which are related to motivation, job satisfaction and turnover intentions among employees.

Motivation

Need for study on Employee motivation

Every successful organization is backed by a committed employee base, and the commitment is the outcome of motivation and job satisfaction. It is the energy that compels employees towards organizational objective. It would be impossible for the organization to generate performance without commitment. In order to create a competitive advantage organization, need to have a competitive employee policies and practices (Dina M. L, 2012).

Motivation is an important stimulation which directs human behavior. No individual has same attitude or behavior, hence in midst of this diversity organization are supposed to frame practices which will be able to satisfy the group and not just an individual. Organization should be able to identify and evaluate internal motivation which an employee derives from job satisfaction and further enhance it with external motivation as required for which organization could take note of motivation theories.

There have been number of theories on motivation explaining similar aspects of motivation, they are as following:

Maslow's need hierarchy theory: The theory explains five levels of need which follow a hierarchy. The need for the next level arises with the fulfillment of the earlier need. Following are the needs Physiological needs, safety and security need, Social need, Self-worth and Self-

actualization. There is exception to the theory that sometimes the need may not follow the hierarchy due to unpredictable attitude and behavior of the human being. (Jackson, J et al,2014)

Herzberg's two-factor theory: The theory is also known as two factor theory motivation factors and hygiene factors. The theory states that there are certain factors in the organizational environment which if present will be to motivate the employees and certain factors if available may satisfy the employees but if not there do not lead to dissatisfaction.

McGregor's theory 'x' and theory 'y': The theory states that function of motivating people involves certain assumption about human nature. Theory X and Y are two sets of assumptions about the nature of people. Every set of nature will have to adopt different way to motivate and achieve the results.

Vroom's valence x expectancy theory: The theory is also known as expectancy theory and states that the behavior of an employee depends on the expected outcome of the act.

Goal-setting theory: The theory is based on the principle of goal clarity being an important factor of motivation.

ERG theory of motivation: The theory proposed by Clayton is a modified version of Maslow's theory of hierarchy of need. The theory divides need in to three categories Existence, relatedness and growth.

McClelland's theory of needs: The theory stresses that the human behavior is affected by three needs Power, Achievement and Affiliation.

Reinforcement theory of motivation: The theory founded by B F. Skinner and his associates proposed that the individual behavior if function of its consequence. It is based on the law of effect.

Equity theory of motivation: The theory is based on the principle of equality. It states that the motivation is related to directly to the perception of equity practiced by the organization.

Job satisfaction

Job satisfaction is a fulfilling or optimistic expression consequential of the consideration of one's activity (Abugre, J. 2014). Organizations today have realized the importance of motivated and satisfied employees as important contributors towards long term objectives. It has made organizations to cater to the expectations and needs of the employees and could expect the similar response. Motivation also positively influences performance at individual and group level ultimately affecting the organizational performance.

It has been long thought that learning new things and competency development opportunities raises the morale and satisfaction of the employees but it is also realized that the significant effect on the motivation and job satisfaction is created by goal achievement (Lather and Jain, 2005). Also the managers and the supervisors support towards encouraging employee participation, mutual commitment, and understanding of the diversity issues play a significant role in motivating and enabling performance (Snyder et al, 2004). The prerogative lies with the organization management, in order to extract performance should create an alignment between the organizational and employee goals and objective. It is the organizational behavior represented by the organizational senior management which effects the level motivation and satisfaction through its beliefs, principle and underlying values which are closely followed by organization (Roos, Van Eeden, 2008). Organizations core potential lies in its motivated and satisfied employees who consistently contribute towards organization goals and objective. Effective HRM system could be a great deal of assistance in keeping employee morale high. It is not possible for any division to solely motivate and satisfy employees without support of the senior management active participation and interest. Dina M. L, 2012 also supports the view considering the uniqueness of the individual behavior and attitude with variety of expectations and needs which can have variable effect on the performance. Higher Management have to take clue of dropping performance may not be due to the external factors of motivation but could be effect of dissatisfaction from the tasks and the output achieved. They have to focus on developing jobs which involves employee and motivates and fulfills the daily expectation. It should also be realized that the employee performance is also negatively affected by stress at work place, hence it is of significant value to evaluate the current processes and practices which are responsible for creating stressful situation in order to not to affect the performance. Here designing job content which are more interesting in nature is critical, job enrichment could be one strategy to motivate employees (Fred C. Lunenburg, 2011). Organizations need to encourage employee initiatives and participation as this will help build leadership at different

levels. For leadership roles formal authority is not the criteria but the initiatives and innovation are. Employee's at all the level can choose to act as a leader if given an opportunity and this further helps motivating and influencing other employees. In a research it was observed that the satisfied employees show higher level of motivation and commitment ultimately positive impact on the performance and behavior of employees reflected in their productivity. Today's business environment is such that more or less most of the resource are available and could be acquired but the talented human resource is not easily available and if found takes time to develop and effectively perform for which human resource management.

Job satisfaction and Demographic Variables

Job satisfaction is the extent to which an employee feels about his or her job (Odon et al., 1990). Demir (2002) refers job satisfaction to employees' feel of contentment and discontentment for a job. Cranny et al. (1992) concluded that job satisfaction is a contribution of cognitive and affective reactions to the differential perceptions of what an employee wants to receive compared with what he or she actually receives. Job satisfaction has long been an important concept in the organizational study of the responses employees have to their jobs.

There are three practical points of view that illustrate the meaning of job satisfaction: First, is a valuable product of the society; second, is an early warning indicator at early stage for an organization and third, can serve as a predictor of organizational behavior. Cranny et al (1992) found that job dissatisfaction could result in psychological frustration and low productivity. Job satisfaction plays a very critical role in attracting and retaining of employees' ability in an organization. Individuals with high levels of job satisfaction would have healthier physical and psychological records that very likely result in higher productivity and effectiveness in their job performance and will staying longer in organization. According to the first study of job satisfaction as reported in literature, if the presence of a factor in the work setting lead to job satisfaction, then the absence of this factor will produce job dissatisfaction. In discussing job satisfaction, Maslow's (1970) hierarchical need theory has been used to conceptualize worker motivation based on the five levels of needs. Maslow's theory constitutes of five levels of individual needs: self-actualization and esteem need at the top level whilst social, safety and physiological needs at the bottom. This theory has often been used to conceptualize employee's motivation based on the different levels of needs. Maslow assumes that some needs are more important than other needs and must be satisfied before the other needs can serve as motivator. Meanwhile, Herzberg's (1973) theory is based on two basis types of needs: 1) the need for

psychological growth or motivating factors and 2) the need to avoid pain or hygiene factors. The motivating factors constitute elements like achievement and advancement. These are positive elements that contribute towards job satisfaction and motivation. Hygiene factors such as company or organizational policies, quality of supervision, working condition, salary, relationship with peers and subordinates, status and security are negative elements that could cause dissatisfaction at work. In Herzberg's theory, job satisfaction and job dissatisfaction are totally separate dimension.

Therefore, improving a hygiene factor such as working conditions will not make people satisfied with their needs, instead it will only be preventing them from being dissatisfied. Generally, Maslow's and Herzberg's theories emphasize the importance of individual in organization to advance. The advancement indirectly will change individual's needs.

In consequential, it will help individuals to put extra effort to continuously achieve their needs and satisfaction. Studies have consistently reported that job satisfaction is one of the factors or reasons for employee intentions to leave the organization. The premise of motivation theory based on intrinsic and extrinsic motivation has posed some questions. This is because according to Amabile (1997) extrinsic motivation may continue synergistically with intrinsic motivation. Further, Amabile (1997) have identified three factors that could influence positive synergy or intrinsic motivation: firstly, the person's initial motivational state; secondly, the type of extrinsic motivation used and thirdly, the timing of the extrinsic motivation. Intrinsic motivation includes rewards, recognition and feedback. Workplace orientations and organizational encouragement (culture that fosters, appreciates and fairly rewards creativity, has mechanisms that support innovation and has a shared vision and active flow of ideas); supervisory encouragement (manager serves as a positive model, sets appropriate goals and supports and values both the work group and individual contributions); c) work group supports (characterized by skills diversity, honest communication, openness to innovative ideas, constructive challenge and mutual trust, support and commitment); challenging work (focusing on challenging tasks and important projects and freedom (autonomy and control over one's work, although had smallest effect on creativity) (Issa, D. & Geladian, H.,2013).

Turnover Intentions

Turnover is referred as an individual's estimated probability that they will stay an employing organization. Turnover intentions can be defined as conscious willfulness to seek for other alternatives in other organization. Reviews on the antecedents of turnover intentions have

highlighted intent to leave rather than actual turnover as the outcome variable. This is due to two reasons. Firstly employees have decided in advance the decision to leave the organization. This is in line with attitude-behavior theory that one's intention to perform a specific behavior is the close predictor of that behavior. Results on the study of the relationship between turnover intentions and actual turnover have given support and evidence on the significant relationship between these variables. Therefore turnover intentions construct as alternative in measuring actual turnover. Secondly, cross sectional study is more appropriate than longitudinal study in investigating employees' intention to quit. Furthermore, turnover is not only influenced by certain factors as there are several factors that could predict turnover intentions. This includes attitudinal, behavioral and organizational factors. Literature has also identified that work-related factors, personal characteristics and external factors as determinants of employee turnover tendency (Arshadi & Damiri,2013). Therefore, the identification of factors that relate and give impact on turnover intentions is considered as important due to some recent evidence that job characteristics and job satisfaction are more efficacious predictor of turnover intentions than is intention to remain.

Most studies have focused on the great impact of attitudinal factors such as job satisfaction and organizational commitment on turnover intentions.

CHAPTER THREE: RESEARCH METHODOLOGY

Introduction

This chapter discusses the methods that were used in the collection and analyzing of data to answer the research questions of the study. It also explains the research design, sampling techniques and data collection methods that were used and describe how data collected from the field were analyzed.

Research design

A research design is the arrangement of conditions for collection and analysis of data in a way that aims to combine relevance to the research purpose with economy in procedure. In fact, the research design is a conceptual structure within which research is conducted; it constitutes the blueprint for the collection, measurement and analysis of data (Gurave and Kothari, 2019). It includes the framework of a researcher's plan and how to tackle the research problem. It also includes the research methods to be selected in determining the information wanted and defines the sampling method, size, quantity and information scrutiny processes (Herther, 2011). The study used qualitative research. Qualitative research is primarily exploratory research. It is used to gain an understanding of underlying reasons, opinions, and motivations. It provides insights into the problem or helps to develop ideas or hypotheses for potential qualitative research.

Study population

Population is a set of persons or subjects that possess at least one common characteristic and from which the researcher can obtain information. Population is the entire collection of components which have been used as a reference.

Target population

For this study, the target population was the staff population of Empowered at dusk women's association. This is because they are appropriate participants of this study as they have the suitable information that the study intends to evaluate. There are 50 staff members at empowered at dusk women's association.

Sampling methods

Kothari and Garg (2019) defines sampling as the process of selecting a sample from a population, where the sample is a subset of the population. In sampling, a section of the population was selected to represent the entire population. Sampling makes it possible to observe and survey an entire population.

Random sampling

Random sampling involves picking the desired sample size and selecting participants from a population in such a way that each participant has an equal chance of selection until the desired sample size is achieved. Random sampling ensures accurate representation of the larger population. In this study, the researcher will employ random methods of sampling to determine the respondents to participate in the study.

Sample Size

Sample size is the figure of components used to signify the entire population. It involves selecting the number of respondents to represent a given population in the study. A sample size of 30 respondents will be used in this study.

Data collection methods

The purpose of data gathering is to ensure sufficient, relevant, and appropriate data is collected for statistical analysis so that decisions can be made. The basic techniques used for data gathering in this study include; questionnaires, interview method, observation and document review methods.

Questionnaire Method

This is a set of standardized questions, often called items which follow a fixed scheme in order to collect individual data about one or more specific topics. This technique involves use of questionnaires as a tool which is sent to the respondents whom the researchers intend to gather data from. Semi structured questions were used since they gave the respondents the ability to respond in their own words or knowledge. This technique is relatively economical and inexpensive. It is possible to cover a large number of people scattered over a wide area. It also ensures anonymity hence giving the respondents a room to express their views clearly (Kombo & Trompo, 2006). The questionnaires were given to the staff of Empowered at dusk women's association.

Interview Method

According to Enon (2008), an interview is the oral or local questioning technique between the interviewer and the interviewee. It can also be defined as the face to face interaction between interviewer and the interviewee. The researcher interviewed the staff of Empowered at dusk women's association in order to evaluate motivation, job satisfaction and turnover intentions among employees. Using this method, the researcher used face to face interaction with the staff with the assistance of the interview guide. This technique is time saving, less costly, since

views and ideas are exchanged, and flexible as its framing depends on the situation and in-depth analysis. Detailed information can be collected which enables proper analysis of a problem. This technique was efficient for data collection from all stakeholders of Empowered at dusk women's association.

Observation Method

Harrell & Bradley (2009) defined observation as a data collection method in which the researcher does not participate in the interactions. The researcher adopted this method by seeing and monitoring the different activities taking place in the organization and how the services are offered. The researcher collected data by observing the situation at Empowered at dusk women's association without asking any of the respondents. Therefore, data collected using this method was compared with the others collected using other methods like questionnaire, interview, and document review in order to attain uniformity related to what has been happening at Empowered at dusk women's association.

Document Review Method

This is a way of collecting data by reviewing already existing documents which were written by other scholars in related topics. This helps in comparing other authors' opinions and providing the researcher with guidance on how other scholars handled the problem. It also provided information concerning motivation, job satisfaction and turnover intentions among employees. The documents reviewed included; reports, books, journals, manuals and internet sources.

Data collection instruments

Research instruments refer to the data collection tools used in research that helps the researcher to collect data from the respondents. During data collection, the researcher used four tools to collect data from the respondents. These tools include questionnaires, observation guide, document review guide and interview schedule.

Questionnaire

A questionnaire is a written structured interview form that does not require the researcher to be present but rather collect the forms later after a given period of time (Mbaga,2000). Questionnaires were administered to 30 respondents which is equivalent to 70% of the total population of Empowered at dusk women's association. The questionnaires comprised of both closed and open-ended questions formulated by the researcher.

Interview Guide/schedule.

An interview guide is an essential component for conducting interviews; it is a list of questions, topics and issues the researcher want to cover during the interview. The interviews gave the researcher an opportunity to collect data concerning motivation which helped the researcher to evaluate motivation, job satisfaction and turnover intentions among employees at Empowered at dusk women's association. The interview guide included structured and semi structured interviews, and at the same time was used as research and an educational material for subsequent tasks and it included the exact questions posed to respondents.

Observation Guide

An observation guide is an essential component for conducting critical observations. It is a lengthy and descriptive notice of what is happening in the study area. Observation is a systematic data collection approach where the researcher uses all their senses to examine people in natural settings or naturally occurring situations. The guide was used in the observation of the organization physical appearance, the nature of the information materials, their status, services provided and the working environment and others. Results from this instrument was used by the researcher to compliment results from the questionnaires and interview method. It involved watching and recording the behavior of individuals or groups, turn up of the staff in the organization, the staff utilization of information resources. Given that this gave the researcher a chance to choose when and where to carry out the observation procedure, it thus helped the researcher in laying strategic areas of observation.

Document Review Guide

Document review guide is a guide which helps the researcher in a way of collecting data by reviewing existing documents relevant to the research topic. It guides the researcher on the Assessment of existing documents with relevant information. The researcher reviewed a number of information sources that had relevant information concerning evaluation of motivation, job satisfaction and turnover intentions among employees at Empowered at dusk women's association.

Data analysis

Data analysis refers to a process of examining what has been collected from the field, comparing and making deductions or addition of contents to make information more

meaningful to the users. Once the data has been collected and summarized, the researcher's need is to make sense of the data by beginning the process of analyzing the data. In this study, the raw data was edited, reviewed and analyzed using Microsoft Excel to check for any errors and omissions so as to make it more meaningful for use.

CHAPTER FOUR: DATA PRESENTATION AND INTERPRETATION

Introduction

This chapter includes the presentation and discussion of the findings for the study. Data was collected using open ended questionnaires which helped to improve the validity and reliability of the research findings. The research was carried out to enable the researcher collect quality and accurate information about suggesting possible ways to increase motivation and job satisfaction among employees at Empowered at dusk women's association.

Characteristics of the respondents

Gender of respondents

The findings indicated that (47%) of the respondents were male and the majority of the respondents were female that is (53%). This shows that majority of the respondents whom the researcher dealt with were females. This displays more female employees than male employees at Empowered at dusk women's association. The gender representation shows that different opinions were obtained from different people in relation to suggesting possible ways to increase motivation and job satisfaction among employees at Empowered at dusk women's association

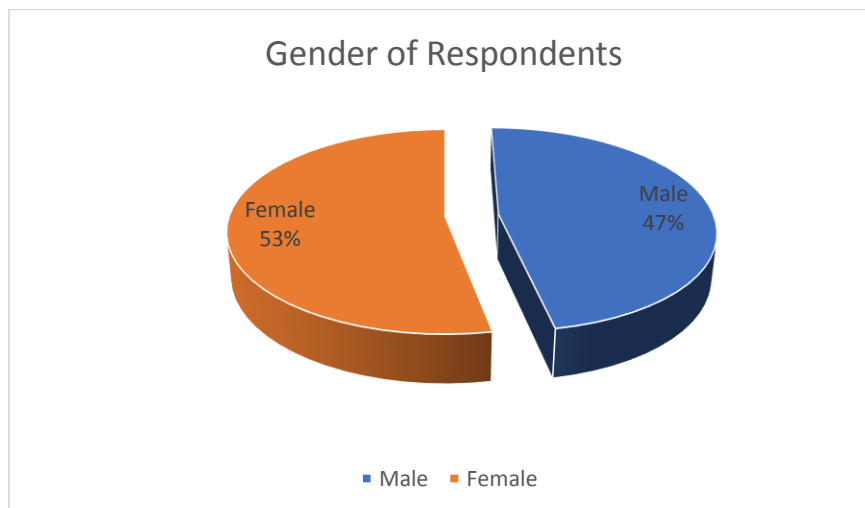


Figure 1 shows the response rate

Response rate

From the study, 30 respondents who are staff members of Empowered at dusk women's association was the sample size. Interviews were conducted with some of the staff members and questionnaires were self-administered to the rest of the staff members. Thirty (20) questionnaires were distributed staff members and the researcher managed to retrieve 10 filled questionnaires. Ten (10) interviews scheduled were also planned and only five (5) were successful. The response rate of observation by the researchers was 100% as all aspects of the observation guide were conducted and findings recorded. The response rate is as shown in the table below.

Table 1 shows the response rate

Category	Distributed tools	Actual Response	Percentage (%)
Questionnaires	20	10	50
Interview schedules	10	5	50

Age of the Respondents

From the research, 8(54%) respondents were aged between 20 to 25 years, 5(33%) were aged between 26 to 30 years and 2(13%) were aged between 31 to 35 years. This shows that all age groups were represented in the study, even though most of the respondents were in their youthful age. This means that the study was able to capture the opinion of different age groups. The findings are shown in figure 2 below.

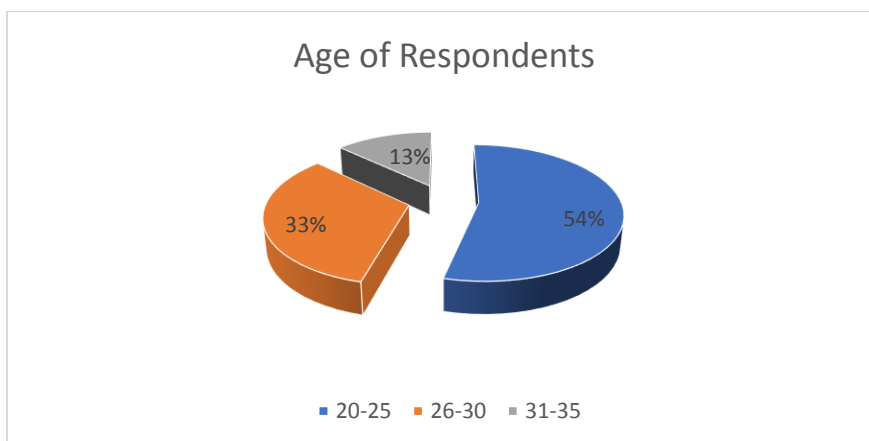


Figure 2 shows age of respondents

What Motivates employees at Empowered at dusk women's association?

From the questionnaires, respondents indicated the following responses presented in the table on what motivates employees at Empowered at dusk women's association.

Table 2 Shows what Motivates employees at Empowered at dusk women's association

What motivates staff	No. of times	Percentage
Good working environment	3	30%
Salary enhancement	4	40%
Employer relationship	2	20%
Training programs	1	10%

From the table, the researcher found out that most employees of Empowered at dusk women's association are motivated by salary enhancement. The research revealed that 40% which is 4 of the respondents showed that salary enhancement is the main factor that motivates them while at work. 10% which is 1 of the respondents revealed that availability of training at work is a source of their motivation. The research also revealed that training benefits both tangible or intangible correlates with higher levels of consistency, competency, productivity, adaptability, independence, and loyalty in employees which in turn improves their motivation. 30% which is 3 of the respondents showed that good working environment motivates them most while at work. They further revealed that, the environment where employees both learn and work plays a significant role as far as motivation is concerned. Good working environment improves productivity among employees and also motivates them. Employer relationship was also indicated by 20% which is 2 of the respondents. These indicated that having a good relationship which the employers is also key in their motivation.

What is the level of job satisfaction among employees?

Data from questionnaires revealed that, all the employees of Empowered at dusk women's association are satisfied with their current jobs. 100% which is 10 of the respondents showed that they are fully satisfied with the jobs they are doing. This was attributed to a number of reasons which included; Working environment, reliable communication, team work and employer relationship.

Causes of turnover intentions among employees

Causes of turnover intentions	No. of times	Percentage
Low payment	6	60%
Over working	2	20%
Lack of motivation	1	10%
Technology	1	10%

Data from questionnaires showed that majority of the respondents that is 60% (6) identified low payment as the most common cause of turnover intention among employees. The respondents also indicated that limited monetary compensation leads to job dissatisfaction which in turn causes high turnover intentions among employees. Over working was cited by 20% (2) of the respondents as another cause of turnover intentions among employees. The respondents showed that being given a lot of work to do on a daily basis makes employees exhausted and thus reducing their productivity and output at work place. The other respondents indicated lack of motivation and technological advancement as causes of turnover intentions among employees.

What are the possible ways to increase motivation and job satisfaction among employees at Empowered at dusk women's association.

Data from the questionnaires indicated that most of the respondents that is 70% (7) suggested that appraisals and salary enhancement should be given to hard working employees so as to increase their motivation and job satisfaction.

The other respondents that is 30%(3) indicated that the association should put in place promotions of employees especially those who work exceedingly. This will also enhance motivation and job satisfaction.

From the interviews, the respondents indicated the following responses

What Motivates employees at Empowered at dusk women's association

From the interview most of the respondents said that, *salary increment is what motivates them the most.*

One of the interviewees further added that; *when their salaries are increased it enables them to fulfil their daily obligations and thus improving their productivity which leads to motivation at work.*

Another respondent said that; *positive reinforcements motivates him as an employee*

Causes of turnover intentions among employees

From the interview, most of the respondents said that, *search for good salary and good working environment causes turnover intentions among employees.*

Other interviewees said that, *irresponsible and non-supportive supervisors causes turnover intentions among employees.*

Another respondent said “*lack of fringe benefits from work also causes turnover intentions among employees*”

What are the possible ways to increase motivation and job satisfaction among employees at Empowered at dusk women’s association.

From the interviews, most of the respondents said, “*there should be provision of allowances to the employees*”. They further added that, *provision of allowances at work enables the employee to improve on their productivity and which in turn increases motivation and job satisfaction.*

Another respondent said, “*in order to increase motivation and job satisfaction, the employees should be given gifts as a form of rewards for the work done which will make them feel recognized at work and thus increasing their motivation and job satisfaction*”.

The researcher also suggested the following possible ways to increase motivation and job satisfaction among employees of Empowered at dusk women’s association.

Be flexible.

This involves giving employees greater control, autonomy and responsibility for their own time within the workplace (internally and externally) is paramount. With the rising popularity of work-life balance as an employee demand, particularly amongst the Millennial generation, empowering employees with flexible work schedules and the option

for telecommuting according to individual needs is a key first step

Allow employees to shape their own roles.

Individuals who have the opportunity to shape their own roles and work according to their strengths will also demonstrate greater motivation and job satisfaction.

Recognize and reward outside financial remuneration

Employees need to know that their work and performance is both recognized and valued. Therefore, the association should deploy a rewarding system where employees are recognized and rewarded for their good work done. This will help improve motivation and job satisfaction.

Drive communication and transparency

When change occurs within the workplace, dissatisfied employees are those who feel they haven't been kept informed. This creates discomfort among employees which may breed job dissatisfaction. Adopting a transparent approach to keeping employees informed is essential. Using internal and external means of communication increases motivation and job satisfaction among employees.

CHAPTER FIVE: DISCUSSION, CONCLUSION AND RECOMMENDATIONS

Introduction

In this chapter, a summary, conclusion and recommendations of the project are presented. The recommendations are based on the research findings as given by the responses of the respondents and as observed by the researcher.

Discussion of findings

The project was entitled Motivation, job satisfaction and turnover intentions among employees of Empowered at dusk women's association Kampala Uganda. The study objectives included; To identify how motivation of employees is carried out at Empowered at dusk women's association, to examine the level of job satisfaction among employees at Empowered at dusk women's association, to assess what causes turnover intentions among employees at Empowered at dusk women's association, to suggest possible ways to increase motivation and job satisfaction among employees at Empowered at dusk women's association. The study was made up of 15 staff members of Empowered at dusk women's association. Structured and semi structured questionnaires and interview guides were used in collecting data from respondents. These covered all the research questions which sought to find the entitled Motivation, job satisfaction and turnover intentions among employees of Empowered at dusk women's association.

What Motivates employees at Empowered at dusk women's association

From the research it was revealed that good working environment, salary enhancement, employer relationship, positive reinforcement and job training programs motivate employees at Empowered at dusk women's association.

What is the level of job satisfaction among employees?

The research revealed that all staff of Empowered at dusk women's association are currently satisfied with their current jobs.

Causes of turnover intentions among employees

From the research, low payment, over working, lack of motivation and technological advancement, irresponsible and non-supportive supervisors and lack of fringe benefits are the major causes of turnover intentions among employees

Conclusion

Based on the objectives of the study, the findings revealed that good working environment, salary enhancement, employer relationship, positive reinforcement and job training programs are what motivate employees of Empowered at dusk women's association. The organization should therefore put more emphasis in keeping the above mentioned factors. This will help to increase the productivity of the employees and also enable the organization to achieve its goal.

Recommendations

Based on the objective of the study the following recommendations are made based on the research findings that:

- The management of Empowered at dusk women's association should set up a rewarding system where employees who are hardworking can be recognized and rewarded for the good work done. This will help to enhance motivation and job satisfaction of employees.
- Empowered at dusk women's association should also set a conducive salary structure where employees get enough basing on what job they are doing. This would mitigate the turnover intentions among employees.
- The organization should also start giving allowances and work leaves to its employees in a bid to increase their motivation and job satisfaction. Allowances will help to increase the productivity of employees thus increasing their motivation and job satisfaction.

Areas for further research

Future research should concentrate on extrinsic and intrinsic factors influencing employees motivation.

Future research should also concentrate on the impact of motivation on employee performance.

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Appendix: A

BUDGET SUMMERY

Proposal title: Motivation, job satisfaction and turnover intentions among employees of Empowered at dusk women's association Kampala Uganda.

Duration of the project: 4 Months

Expenses	Cost
Stationary	Ugx 30000/=
Travel	Ugx 70000/=
Equipments	Ugx 20000/=
Services (photocopying, printing, binding)	Ugx 50000/=
Total	Ugx 170000/=

Appendix: B Questionnaire Guide

Dear respondent;

I am Namajja Vanessa a researcher from Makerere university pursuing a Bachelor of Industrial and Organization Psychology at Makerere University. As part of my course, I am undertaking a research project titled; Motivation, job satisfaction and turnover intentions among employees of Empowered at dusk women’s association Kampala Uganda, as a requirement for the award of the above mentioned degree. You are kindly requested to participate in the survey and the information you will provide will be only used for academic and research purposes to enable the researcher derive right conclusions and will be accorded high confidentiality.

Section A: Background Information

Gender

Male Female

Age.....

Section B: Motivation of employees is carried out at Empowered at dusk women’s association.

1. What is motivation?

.....
.....

2. What do you think motivates you to carry out your work at Empowered at dusk women’s association?

.....
.....

3. Are you being motivated at work place?

(Select one)

Yes No

4. If yes (from number 3 above), list the kind of motivation received OR got from the Organization.

.....
.....
.....
.....

Section C: Level of job satisfaction among employees at Empowered at dusk women's association.

5. According to you what is job satisfaction?

.....
.....

6. Are you currently satisfied which the job you are doing at Empowered at dusk women's Association?

.....
.....

7. What do you think causes job satisfaction?

.....
.....

Section D: Causes turnover intentions among employees at Empowered at dusk women's association.

8. What are the causes of turnover intensions among employees?

.....
.....

9. According you, how can these turnover intensions among employees be addressed?

.....
.....
.....

Section E: Ways to increase motivation and job satisfaction among employees at Empowered at dusk women's association.

10. What do you think the organization should do to increase motivation and job satisfaction among the employees?

.....
.....
.....

11. Do you have any other comments?

.....
.....

Thank you for your time may God Bless you!!

Appendix: C Interview Guide

Dear respondent;

I am Namajja Vanessa a researcher from Makerere university pursuing a Bachelor of Industrial and Organization Psychology at Makerere University. As part of my course, I am undertaking a research project titled; Motivation, job satisfaction and turnover intentions among employees of Empowered at dusk women's association Kampala Uganda, as a requirement for the award of the above mentioned degree. You are kindly requested to participate in the survey and the information you will provide will be only used for academic and research purposes to enable the researcher derive right conclusions and will be accorded high confidentiality.

Section A: Background Information

Gender

Male Female

Age.....

1. What motivates employees according to you?
2. Why should employees be motivated?
3. How often should employees be motivated in an organization?
4. What is job satisfaction among employees?
5. According to you, what shows that the employees are satisfied with the job they are doing?
6. What causes Job satisfaction?
7. In your own view, what causes turnover intentions among employees?
8. What are the effects of turnover intentions among employees?
9. Suggest possible ways how turnover intentions can be addressed in an organization.
10. Suggest the possible ways boost motivation and Job Satisfaction among employees.
11. Do you have any other comments?

Thank you!!

Appendix: D Document Review Guide

This will be based on existing literature on Motivation, job satisfaction and turnover intentions among employees in organizations and other publications will be of great use.

1. Document on motivation, job satisfaction and turnover of employees.
2. Reports from the organization that is Empowered at dusk women's association
3. Electronic materials in regard to the subject matter