

Quality of Work Life, Employee motivation and Job performance among Non-Governmental
Organizations (NGOs) in Kampala District

Nakanwagi Maria Immy

19/U/10946/PS

1900710946

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Declaration

This research dissertation is my original work and has not been presented for academic purposes in any institution of learning.

Signature: 

Date: 02/11/2022

Nakanwagi Maria Immy

19/U/10946/PS

Approval

I certify that this research dissertation of NAKANWAGI MARIA IMMY which was carried out under the title 'Quality of Work Life, Employee motivation and Job performance among Non-Governmental Organizations (NGOs) of Kampala District has been under my Supervision and is now ready for submission to the School of Psychology with my due Approval.

Signature:.....

Date:.....

Mr. Magala Dan

Supervisor

Dedication

I dedicate this work to my family members, MasterCard Foundation Scholars at Makerere and my friends who have instilled in me the passion to learn and provided continuous encouragement as far as my academic is concerned.

Table of Contents

Declaration.....	i
Approval	ii
Dedication	iii
Table of Contents.....	iv
List of Figures.....	vi
List of Tables	vii
Acknowledgement	viii
Abstract.....	ix
Chapter One:Introduction	1
Background.....	1
Problem Statement.....	4
Purpose.....	5
Objectives	5
Content Scope	5
Significance.....	6
Conceptual Framework.....	7
Chapter Two:Literature Review	8
Introduction.....	8
Quality of Work life and Employee Motivation	8
Employee Motivation and Job Performance.....	9
Quality of Work life and Job Performance	12
Chapter Three:Methodology.....	14
Introduction.....	14
Research Design.....	14

Population of the Study.....	14
Measuring Instruments.....	16
Data Collection Procedure	16
Quality Control	17
Data Management	17
Analysis.....	17
Anticipated Problems.....	18
Ethical Considerations	18
Chapter Four:Data Presentation and Interpretation	19
Introduction.....	19
Chapter Five:Discussions, Recommendations, Conclusion.....	27
Introduction.....	27
Quality of Work Life and Employee motivation	27
Employee Motivation and Job Performance.....	28
Quality of Work Life and Job Performance.....	28
Conclusion	29
Recommendations.....	29
Areas for Further Research	30
Limitation of the Study	30
References.....	31
Appendix I;Questionnaire.....	35
Appendix II:Work plan	39
Appendix III:Budget	40

List of Figures

Figure 1: Relationship among the QWL, Employee motivation and job performance.	7
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List of Tables

Table 1: Background data for respondents	19
Table 2: Responses on Quality of work life.....	21
Table 3: Responses on Employee motivation.....	22
Table 4: Responses on Job Performance	23
Table 5: Correlation between Work life balance and Employee Motivation	24
Table 6: Correlation between Work life balance and Job Performance	25
Table 7: Correlation between Employee Motivation and Job Performance	26

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Abstract

The purpose of this study was to understand the relationship among Work life, Employee Motivation and Job Performance. The Study intended to analyze how the Nature of work life influences employee's motivation in job performance among NGOs of Kampala District. A population of 100 respondents was adopted using sampling technique and data was collected using self-Administered Questionnaires and later analyzed using SPSS.

Chapter One

Introduction

Background

According to Bloom and Reenen (2005) the term “Work-life’ in the broader sense, defined ‘policies, programs, services and attitudes within an organization that are specific to fostering the well-being of its employees through effective management of work, family personal life. Duxbury and Higgins (2003). Defines quality of work life as a person’s control over the conditions in their work place’, accomplished when an individual feels dually satisfied about their personal life and their paid occupation. It includes making the culture more supportive and adding activities to meet life event needs.

Non-Governmental Organization (NGOs) are defined by World bank as private organizations that pursue activities to relieve suffering, promote the interests of the poor, protect the environment, provide basic services and undertake community development. In the last thirty years the role of NGOs in service delivery and development has been acknowledged both at the discourse and policy levels. Equally long acknowledged is the central impact of motivation on employee performance and hence organizational success.

While motivation refers to a set of indefinite factors that cause a person / an employee to perform his or her duties in a special way, organization success on the other hand is the ability of the entity to sustainably achieve its objectives efficiently and effectively. Several factors influence employee motivation and hence their performance. The proposed study will analyze how Quality of Work life influences employee’s motivation in job performance among the NGOs of Kampala District. It is also ensuring that policies give employees as much control as possible over their lives, and using flexible work practices as a strategy to meet the dual agenda-the need of both employees and the business (Aghion et al, 2005). Quality of work life

practices are therefore a Strategy used by organizations to gain competitive advantage through retention of highly, committed and reproductive workforce (Gray, 2002).

For the purpose of this study, QWL is defined as the favorable condition and environment of employees' benefit, employees' welfare and management attitudes towards operational workers as well as employees in general. Therefore, quality of life is sociological and psychological phenomenon, but sociologists are not putting their interest in industrial sector, where the workers are the core potential resource for organizational performance. Employee Motivation refers to a psychological process that gives behavior, purpose and direction to the worker. Jones and George (2010) argue that employees' motivation is as the "psychological forces that determine the direction of a person's behavior in an organization, a person's level of effort, and a person's level of persistence."

Motivation as the forces within a person that affect his or her direction, intensity and persistence of voluntary behavior (Robbins & Decenzo, 2001). Motivation involves a three-stage cycle consisting of need(s), a drive and goal. Motivation of employees has been identified as key to job performance and organization's output (Latt, 2008). The relationships among organizational goals, profitability, competitiveness, and employees' attitudes about work and employee's performance have been explored in various studies (Alharji& Yusof, 2011; Chaudhary & Sharma; 2012). The attitude is highly influenced by how employees are at work; hence their level of job satisfaction. Employees are motivated to a greater extent by achievement and self-control. (Satyawadi& Ghosh (2012)

While according to Robbins and Decenzo (2001), motivation refers to the forces within a person that affect his or her direction, intensity and persistence of voluntary behavior. According to Nwachukwu (1988) motivation is those energizing forces that induce or compel and maintain behavior. Also, Appleby (1994) defined motivation as an urge aspiration, drivers

and need which human being direct or control to explain their behavior. Motivation is an internal psychological process whose presence or absence is inferred from observed performances. Motivation involves a three stage cycle consisting of need(s), a drive and goal. Motivation of employees has been identified as key to job performance and organization's output (Latt, 2008). The relationships among organizational goals, profitability, competitiveness, and employees' attitudes about work and employees performance have been explored in various studies (Alharji& Yusof, 2011; Chaudhary & Sharma; 2012). The attitude is highly influenced by how employees are at work; hence their level of job satisfaction. The role of motivation on employees work performance in an organization has been developed throughout the world during the era of human resource management as a tool, which proposed to promote the organization's efficiency and performance. Motivation plays a key role in employees' job performance in any organization (Calder, 2006).

Job performance is of high relevance for organizations and individuals alike. Showing high performance when accomplishing tasks results in satisfaction, feelings of self-efficacy and mastery (Kanfer et al, 2005). Moreover, high performing individuals get promoted, awarded and honored. Career opportunities for individuals who perform well are much better than those of moderate or low performing individuals (VanScotter et. al. 2000). Performance in a job is strictly a behavior and a separate entity from the outcomes of a particular job which relate to success and productivity. The attitudes of employees related to work consists of job satisfaction, job involvement and organizational commitment (Hettiararchichi and Jayarathna, 2014). Performance in a job is strictly a behavior and a separate entity from the outcomes of a particular job which relate to success and productivity of an NGO. The level of employee motivation related to QWL consists of job satisfaction, job involvement and organizational commitment (Hettiararchichi and Jayarathna, 2014).

Globally, a Gallup study indicates that only 15% of the employees feel engaged in their work place, which points to a motivational crisis for the Global Work Force. Employee engagement Statistics further reveal that in Europe, only 10% of employees are motivated at work, which compares to the 33% for the United States. Only 13% of employees worldwide are engaged at work, according to Gallup's new 142-country study on the State of the Global Workplace. In other words, about one in eight workers roughly 180 million employees in the countries studied -- are psychologically committed to their jobs and likely to be making positive contributions to their organizations. (BY STEVE CRABTREE WASHINGTON, DC)

Problem Statement

According to the Annual report of the Uganda National NGO (2013) forum it was indicated that majority of NGOs in Uganda had not performed according to their expectations, this had been caused by failure to avail the rightful QWL to the employees through motivating the staff through programs such as staff training, coaching, and staff by participation and empowerment and this decreased employee work performance. Organizations motivated employees in many ways like provision of motor vehicles, transport, lunch allowances, provision of bonus scheme, shelter, Insurance and medical allowances among others. According to workers' compensation and employment Act (2006), organizations are legally to Provide the above benefits to their employees and worker compensation ACT (CAP: 225), which emphasizes social security and provision of financial assistance to those who lose jobs through no fault of their own. Despite of the above ways of motivating employees, performance in organization was still poor in form of absence at work, late coming, and insufficient construction of responsible employees among others. Therefore, the researcher's focus was determining the relationship between on employee motivation and job performance and the way they were affected by the QWL.

Purpose

Examined the relationship between quality of work life, employee motivation and job performance among the NGOs of Kampala District.

Objectives

1. To find out the relationship between quality of work life and motivation.
2. To determine the relationship between motivation and job performance.
3. To establish out how quality of work life affect the performance at work.

Content Scope

The study was carried out in Kampala District and specifically restricted to employees of NGOs. This was because of the ease with which the researcher would easily access the potential respondents to provide the relative information for the research.

Geographical scope

The study was conducted in Kampala District, located in Buganda region in the Central part of Uganda, and the capital of Uganda. The choice of selecting this study area was based on the notion that Kampala District is an urban setting with a significant number of NGOs with a few of their employees dedicated and motivated towards executing their job tasks which influences Performance.

Time scope

This research study was Cross-sectional one and ran for two months during which data was collected, analyzed, and presented.

Significance

The study findings were relevant to Non-government and Government organizations in guiding them to come up with strategies which will improve employee motivation in executing their work duties thus improved job performance.

This study also brought to light the need to make further research on how Quality of work life can be attained and also the need to make research on how it amounts to employee retention.

Conceptual Framework

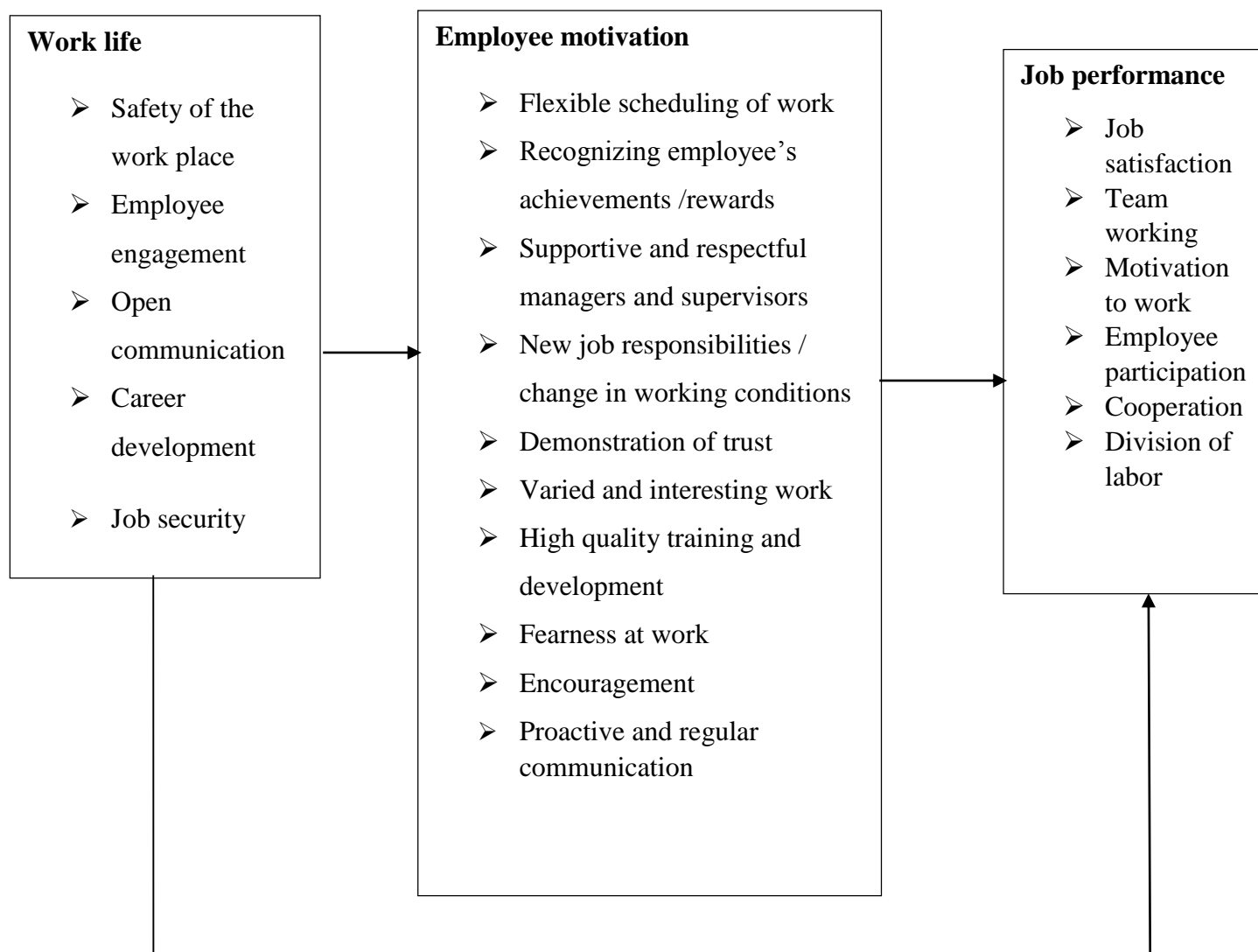


Figure 1: Relationship among the QWL, Employee motivation and job performance.

From the illustration above, the research study intended to conceptualize the determinants of QWL, the impact of motivation of employees and consequently their performance at work places. Research showed that the relationship between quality of work life and organizational motivation. Samtica (2011) analyzed the relationship of the components of quality of work life (available facilities, workplace safety, employee engagement, balanced compensation, communication, career development, problem solving, job security and institutional pride) and work motivation then found a strong relationship. Hasmalawati and Restya (2017) also proved that quality of work life affects work motivation on the employees.

Chapter Two

Literature Review

Introduction

Quality of Work life and Employee Motivation

Cascio (2016), explains the perspective on the quality of work life through the perception of employees that they have a reasonable work-life suit and they are able to grow and develop as humans. This method connects QWL with the degree to which human needs are fully met". The European Foundation for the Improvement of Living and Working Conditions (in Pratiwi & Himam, 2014) produced a survey showing that efforts to achieve a better working life and welfare for employees are an increasingly urgent issue to pay attention to. Syahnaz (in Haanurat & Ifadhila, 2021). IrineNoviani Angelia, Triana Noor Edwina DS & RenyYuniasanti / SainsHumanika of Work Life is an important subject in this article because it shows balance, both in work and in personal life, so as to increase organizational productivity and employee satisfaction. Employee satisfaction is an asset for the company because then employees will provide optimal productivity. This can be done with QWL, which is a concept directly related to satisfaction. In addition, QWL not only increases the productivity of the company but also represents employee identification and a sense of ownership and pride in their work (Casio, 2016)

QWL is a multi-dimensional construct, made up of a number of interrelated factors that need careful consideration to conceptualize and measure. It is associated with job satisfaction, job involvement, motivation, productivity, health, safety and well-being, job security, competence development and balance between work and non-work life as is conceptualized by European Foundation for the Improvement of Living Conditions (European Foundation for the Improvement of Living Conditions, 2002). Rethinam (2008) and Serey (2006) explained QWL as quite conclusive and best meet the contemporary work environment. The

definition was related to meaningful and satisfying work. It includes (i) an opportunity to exercise one's talents and capacities, to face challenges and situations that require independent initiative and self-direction, (ii) an activity thought to be worthwhile by the individuals involved, (iii) an activity in which one understands the role the individual plays in the achievement of some overall goals, and (iv) a sense of taking pride in what one is doing and in doing it well. This issue of meaningful and satisfying work is often merged with discussions of job satisfaction, and believed to be more favorable to QWL. Studies suggest that, in the Indian context, environmental factors like physical environment safety and other working conditions and relational factors like work group relations, and labor-management relations are more important with regard to QWL. From the literature review, following nine important components of quality of work life were considered for the literature review. 1. Work environment 2. Organization culture and climate 3. Relation and co-operation 4. Training and development 5. Compensation and Rewards 6. Facilities 7. Job satisfaction and Job security 8. Autonomy of work 9. Adequacy of resource.

Lau et al. (2001) explained QWL as the favorable working environment that supports and promotes satisfaction by providing employees with rewards, job security and career growth opportunities. According to Winter et al. (2000) QWL for academicians as an attitudinal response to the prevailing work environment.

Employee Motivation and Job Performance

According to Sutia et al. (2020), the concept of motivation explains a human psychological trait that contributes or enhances an individual level of commitment. It as well seeks to establish a basis for the accomplishment of a task that in turn satisfies an individual's needs and desires (Haque et al. 2014). A general definition of motivation is the psychological force that generates complex processes of goal-directed thoughts and behaviors. These processes revolve around an individual's internal psychological forces alongside external

environmental/contextual forces and determine the direction, intensity, and persistence of personal behavior aimed at a specific goal(s) (Kanfer, 2009; Kanfer et al., 2017). The conceptual understanding of motivation can also be drawn from the prism of stimulating students' interest towards active involvement in learning and becoming active and productive individuals (Wisener and Eva, 2018). A general definition of motivation is the psychological force that generates complex processes of goal-directed thoughts and behaviors. These processes revolve around an individual's internal psychological forces alongside external environmental/contextual forces and determine the direction, intensity, and persistence of personal behavior aimed at a specific goal(s) (Kanfer, 2009; Kanfer et al., 2017). In the work domain, work motivation is “a set of energetic forces that originate within individuals, as well as in their environment, to initiate work-related behaviors and to determine their form, direction, intensity and duration” (Pinder, 2008, p. 11). As mentioned, work motivation is derived from an interaction between individual differences and their environment (e.g., cultural, societal, and work organizational) (Latham and Pinder, 2005). In addition, motivation is affected by personality traits, needs, and even work fit, while generating various outcomes and attitudes, such as satisfaction, organizational citizenship behaviors (OCBs), engagement, and more (for further reading, see Tziner et al., 2012).

Organizations, regardless of industry and size, strive to create a strong and positive relationship with their employees. However, employees have various competing needs that are driven by different motivators. For example, some employees are motivated by rewards while others focus on achievement or security. Therefore, it is essential for an organization and its managers to understand what really motivates its employees if they intend to maximize organizational performance. The depth and strength of an individual's personal motive are essential in determining their willingness to commit to doing what is necessary to attain the desired goal. Thus, personal motives can be positive and negative (Sivkumar et al., 2020;

Haque and Haque, 2014). A positive motive tends to drive an individual to achieve it, to avail the desired benefits. However, current research on employee motivation is more cross-disciplinary and includes fields such as neuroscience, biology and psychology. It seems that current research is aiming to bring together and revolutionize traditional motivation theories into a more comprehensive theory that encompasses the traditional perspectives of management, human resources, organization behavior with new perspectives in neuroscience, biology and psychology. For example, Lawrence and Nohria (2002) use cross-disciplinary perspectives to explain how human nature is the foundation of employee motivation. They argue that it is human nature for employees to possess four drives – the drive to acquire, bond, comprehend and defend – and these drives are the foundation for employee motivation. Their research also specifies organizational levers that fulfill these drives. Reward systems fulfill the drive to acquire, culture fulfills the drive to bond, job design fulfills the drive to comprehend, and performance-management and resource allocation processes fulfill the drive to defend (Lawrence and Nohria, 2002, Nohria et al., 2008). When these organizational levers are used to fulfill employee drives and motivation, organizational performance is maximized. Reward systems fulfill the drive to acquire, culture fulfills the drive to bond, job design fulfills the drive to comprehend, and performance-management and resource allocation processes fulfill the drive to defend (Lawrence and Nohria, 2002, Nohria et al., 2008). When these organizational levers are used to fulfill employee drives and motivation, organizational performance is maximized.

In the globalized society of today, many organizations have to face competition and must react quickly to every changes constantly occurring in the market place. All organizations strive for success and desire to get profits and a continuous progress. However, many have to deal with employee retention issues, that is, organizations struggle to retain their employees (Manzoor, 2012, Bhuvanaiah& Raya 2015). According to Sandhya and Kumar (2001), this

employee retention challenge could be better managed through motivating the employees through means of open communication and rewards among other aspects. Moreover, even though motivation varies from one person to another, and performance is not only influenced by motivation; the motivation to well execute a job represents one of the most important factors affecting performance (Van Knippenberg, 2000).

Quality of Work life and Job Performance

Every employee working within the organization is expected to perform his or her job in a dependable way. He or she is responsible for successful performance of tasks and duties involved in the job according to the employment contract. Employees accept certain job assignments and agree to do them dependably. They should feel a sense of responsibility for doing them well (Opatha, 2009). Definition of categories or dimensions of behavior that make up the performance domain must begin with some notion of behaviors that are organizationally valued either positively or negatively. Consequently, the problem of identifying behaviors that have positive or negative expected value for the organization is closely tied to the problem of developing a taxonomic structure of the performance domain. Viswesvaran and Ones (2000) reviewed several taxonomic models of performance and discussed some of the similarities and differences between them. Different taxonomies are probably most useful for different purposes and no one way to slice up the behavioral domain is likely to be most useful overall (Coleman & Borman, 2000). Some of the well-known definitions of job performance provide clear insight of it and they can be extensively used for this research study. Job performance is made up of all work – related behavior. Job performance is the accomplishment of those tasks that comprise a person's job. It means execution of total set of job related tasks. The tasks that should be performed are different from one job to another.

Job performance is also affected by cognitive abilities and skills, work characteristics (e.g., skill variety or task significance) and situational constraints (e.g., problems with machines or

lack of necessary information) also positively or negatively affect job performance (Sonnentag et al., 2008). Despite this multiplicity of influencing factors, however, most research has assumed that job performance is relatively stable and does not change as long as the situation remains constant and no learning occurs (Sonnentag et al., 2008). Specifically, job performance is influenced, among other things, by work motivation (Sonnentag et al., 2008); however, as mentioned above, according to goal setting theory (Locke & Latham, 2002) and control theory of self-regulation (Carver & Scheier, 2000), individuals use previous performance to regulate their future performance and, accordingly, also regulate work motivation (Zyphur et al., 2008).

Task Performance Task performance involves the effectiveness with which employees perform the activities that are formally part of their job and contribute to the organization's technical core and studied that appropriate performance referred to those behaviors that maintained the vast social environment in which the technical core must function. It included more unrestricted behaviors that assisted the organizations to function.

Chapter Three

Methodology

Introduction

Methodology refers to a detailed description of selected methods of data collection and therefore ought to be presented in unambiguous terms. This section entailed the research designs, research approaches (qualitative or quantitative) that were employed in the research study. It further pertained the description of the geographical area and the location of the population, the population from which the samples were selected, the sampling strategies the research took on, methods and tools used in the data collection process and data quality control as well. Data analysis and measurements were also covered in this section.

Research Design

A research design refers to a detailed framework designed to guide the research study and the methods to be used during the study (spoon, 2014). This study employed a Correlation Research Study design to gather data pertaining to the QWL among employees, their motivation and overall job performance in Kampala district.

Correlation is a measure used to determine whether the independent and outcome + variables are statistically independent of each other and if not, determines the magnitude of the relationship .correlation was used simply because it was evident that the QWL influenced worker's motivation and the overall job performance and that it allowed one to make the cause and effect statements, provided basis of a coefficient of determination since it showed the proportion of variance the variables have in common.

Population of the Study

The population for this research included 65 employees, comprising of both male and female employees from selected NGOs of Kampala District.

The Sample

The total population represented by letter N (65) was used to check the corresponding minimum sample size represented by letter (s) using the formula by Krejcie and Morgan's (1970). $s = \frac{\chi^2 NP (1 - P)}{d^2 (N - 1) + \chi^2 P (1 - P)}$.

Where s= required sample size.

χ^2 = the table value of chi-square for 1 degree of freedom at the desired confidence level (3.841).

N = the population size.

P = the population proportion (assumed to be .50 since this would provide the maximum sample size).

d = the degree of accuracy expressed as a proportion (.05).

$$1. S = 3.841 \times 65 \times 0.5 (1 - 0.5)$$

$$\frac{0.05^2 (65 - 1) + 3.841 \times 0.5 (1 - 0.5)}$$

$$2. S = \frac{62.416}{1.114}$$

$$1.114$$

$$3. S = 56$$

The Sample size for respondents was obtained to be 56 from selected NGOs of Kampala district. The Random sampling technique was used to distribute the questionnaires.

Measuring Instruments

Self-administered Questionnaires were designed from the Constructs defined above and ensured the measure of the QWL on to employee motivation and the overall job performance of NGO employees of Kampala District. The Development of a questionnaire included a 10 item QWL threats scale which was used to measure the magnitude of Work life determinants on to the level of motivation and subsequently the overall job performance. A 10 item scale, to measure the level of motivation and job performance influenced by a series of QWL determinants among NGO employees in the Study. These variables were measured on a five point Likert scale.

Where, 1= Yes, 2= No, 3= partially, 4= economically, 5= socially. The Questionnaire was structured into four sections which required the respondents to indicate the degree of agreement with each statement by ticking one of the five alternatives. Section A required respondent to fill in information about them that is personal data. Section B required respondents to answer questions about their experiences at work and how they influence their level of motivation, and then Section C included items on the overall job performance of NGO employees while finally Section D included the employees' recommendations to improve their motivation consequently the overall job performance of employees in selected NGOs.

Data Collection Procedure

The researcher sought assistance from the supervisor and obtained an introductory Letter to the CEO of selected NGOs. Ethical considerations such as Privacy and confidentiality of information were maintained during and after data collection.

Quality Control

Reliability

The reliability of the questionnaire was established by carrying out a pilot study within Kampala District. With use of a Cronbach coefficient, the researcher correlated the findings and the accepted reliability of the Questionnaire was above 0.6, which is Satisfactory (Amin, 2006).

Validity

The validity of the Questionnaire was computed using the content validity index. The questionnaire was constructed with reference to the Objectives of the study, and edited by research experts to make independent judgments of the items by rating them on the scale as ‘very relevant’ (1) ‘relevant’ (2) ‘partially relevant’ (3) ‘not relevant’ (4).

The ratings computed the Content validity index (CVI). Using the formula

$$CVI = \frac{\text{Items rated 1 and 2}}{\text{Total number of items in the Questionnaires}}$$

The obtained ratio was used to ascertain whether items measure the parameters they ought to.

Data Management

Data collected from the questionnaires was gathered, coded, cleaned and entered into statistical computer software SPSS (Version 21.0) for analysis and presentation.

Analysis

The research data was coded and transformed into tables of frequencies and percentages showing the respondents personal data and table showing. Pearson product moment coefficient was also used to test the relationship among QWL, employee motivation and overall job performance.

Anticipated Problems

Some respondents failed to cooperate on grounds of having much to do during the time within which the data was to be collected.

Ethical Considerations

Before Pretesting and the actual Data Collection period, permission was sought and obtained from the respective respondents and managers of selected NGOs in the Study area. The purpose of the study was also clearly explained and privacy, anonymity and Confidentiality of information emphasized through keeping the anonymity of the respondents.

Chapter Four

Data Presentation and Interpretation

Introduction

The research findings presented in this chapter were both descriptive and inferential statistics. The descriptive statistics included: Participants' Age, Gender, Marital Status, Level of Education, Years spent in the Organization and the Type of Organization. The inferential statistics examined the relationship between Work life, Employee Performance and Job Performance. Pearson correlation coefficient was used to determine the relationship between the variables of study. Results were presented with the aid of tables and percentages for better understanding and interpretation.

Table 1:

Background data for respondents

Variable	Levels	Frequency (N)	Percentage (%)
Gender	Female	17	68.0
	Male	8	32.0
Age	20-30	15	60.0
	31-40	6	24.0
	41-60	4	16.0
Marital Status	Married	6	24.0
	Single	19	76.0
Level of Education	Certificate	10	40.0
	Degree	11	44.0
	Diploma	2	8.0
	Masters	2	8.0
Years in the organization	Less than 5 years	17	32.0
	5-10 years	8	68.0
Category of the organization	Humanitarian	11	44.0
	Profit/commercial	14	56.0

According to the results in table 1 majority of the respondents were females who were (68.0%) implying a strong adjustment in the employment agenda to avail equal opportunities to marginalized groups to which women belong. Also, most of the respondents were single (76.0%) aged between 20-30 (60.0%) years and educated up to at least degree level (44.0%) which indicated that there is a surge in early marriages as well as an increase in desire for women to break social barriers and become more independent.

Table 2:

Responses on Quality of work life

Frequencies of respondents on quality of work life among NGO workers in Kampala presented in percentages.

Item	Percentage of Responses(%)				
	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
There are sufficient working resources in the Organization	28.0	36.0	20.0	12.0	4.0
The working condition at the work place is good	28.0	48.0	12.0	12.0	0.0
There is no threatening behavior to employees at the work place	24.0	32.0	12.0	20.0	12.0
The working condition at the workplace is unfavorable	16.0	8.0	20.0	36.0	20.0
I think something can be done to improve Work life of the employees	56.0	20.0	20.0	4.0	0.0
I do not see coworkers directing behaviors that can be interpreted as lateral attitudes/motivating factors towards coworkers	12.0	28.0	32.0	16.0	12.0
My organization has employee motivating programs	24.0	40.0	16.0	16.0	4.0
I feel demotivating factors in the work place are decreasing	20.0	24.0	24.0	28.0	4.0
There is a process in the work place for reporting demotivating factors	24.0	20.0	20.0	8.0	16.0
I don't frequently worry about personal safety about at the workplace	20.0	44.0	8.0	16.0	12.0
There is a written policy about motivation procedures in the work place	24.0	32.0	28.0	8.0	8.0
I am completely happy and enjoy my job	28.0	40.0	12.0	16.0	4.0

As presented in table2, most of the respondents do not agree that their working conditions are unfavorable and are actually happy with their jobs however they strongly agree that despite the prevailing quality of work life, like the sufficient working resources, proper work behavior, workplace safety among others, something new can be done to improve the same as best is always yet to come. This implies that organizations should continue to engage their employees on several occasions especially in harvesting ideas that contribute to their work life balance.

Table 3:

Responses on Employee motivation.

Frequencies of respondents on Employee motivation among NGO workers in Kampala presented in percentages.

Item	Percentage of responses(%)				
	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
The working condition at the work place is good	24.0	68.0	0.0	4.0	4.0
My organization always gives incentives to well performing employees	24.0	44.0	12.0	16.0	4.0
My salary is commensurate to the work tasks I carry out	20.0	36.0	24.0	12.0	8.0
I am completely happy and enjoying my job	36.0	24.0	12.0	24.0	4.0
There are sufficient working resources in the organization	16.0	40.0	24.0	12.0	8.0
My organization gives good recognition for work well done	28.0	44.0	8.0	16.0	4.0
I participate in decision making of my own job	28.0	44.0	12.0	12.0	4.0
I am completely happy and enjoy my job	36.0	36.0	8.0	20.0	0.0
I have prospects of being promoted at the work place	32.0	44.0	4.0	16.0	4.0
Paid leaves from work hard to be granted in my organization	16.0	40.0	24.0	8.0	12.0

According to results in table 3, most of the respondents feel affirm that their working conditions are good and as a result, are extremely happy with their jobs. This can be attributed to managerial engagement of employees in strategic plan, availability of clear career path development through promotions and consequent remuneration of effort after appraisals are done as well as recognition of leave holidays. Overall, the research presents some of the ways in which to keep employees motivated at their workplace which attribute is essential to building and maintaining a healthy team.

Table 4:

Responses on Job Performance

Frequencies of respondents on Job Performance among NGO workers in Kampala presented in percentages.

Item	Percentage of responses (%)				
	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
I demonstrate appropriate interactions with clients	44.0	40.0	4.0	12.0	0.0
I make appropriate actions on problems as necessary	32.0	44.0	4.0	12.0	8.0
I always meet deadlines	36.0	32.0	24.0	4.0	4.0
I perform competently under pressure	16.0	8.0	24.0	36.0	16.0
I set appropriate priorities for tasks	28.0	60.0	12.0	0.0	0.0
I deal appropriately with confidential information	28.0	48.0	24.0	0.0	0.0
I manage information and date effectively	36.0	40.0	12.0	12.0	0.0
I propose relevant solutions to problems	20.0	64.0	4.0	8.0	4.0
I work under supervision	32.0	32.0	8.0	20.0	8.0
I arrive for meetings on time	32.0	52.0	0.0	8.0	8.0
I report appropriately to feedback on job productivity	32.0	52.0	8.0	8.0	0.0
I collaborate effectively with other department members	44.0	48.0	4.0	4.0	0.0

According to the results in table 4, majority of the respondents possess great task performance attributes like problem solving skills, prioritization of work, communication proficiency as well as timely delivery of results. This is further backed up by great contextual performance attributes like appropriate interactions with clients and departmental members. This implies that majority of the respondents know and follow specific work values and can ably work well as individuals to get ahead or as groups to get along. And because of their self-drive, it explains why majority disagree to working well under pressure a reason they always meet deadlines.

Table 5:

Correlation between Work life balance and Employee Motivation

		Work Life Balance	Employee Motivation
Work Life Balance	Pearson Correlation	1	.580**
	Sig. (2-tailed)		.002
	N	25	25
Employee Motivation	Pearson Correlation	.580**	1
	Sig. (2-tailed)	.002	
	N	25	25

** . Correlation is significant at the 0.01 level (2-tailed).

The results in five indicate that there is a significant relationship between Work life balance and Employee Motivation. The results further show a positive relationship between Work life balance and Employee Motivation, ($r = .580$), this implies that an increase in Work life balance leads to an increase in Employee Motivation. Furthermore, since the value of p

(.002) is lower in magnitude than the level of significance at 0.01 ($0.002 < 0.01$), the first null hypothesis was rejected.

Table 6:

Correlation between Work life balance and Job Performance

		Work Life Balance	Job Performance
Work Life Balance	Pearson Correlation	1	.273
	Sig. (2-tailed)		.187
	N	25	25
Job Performance	Pearson Correlation	.273	1
	Sig. (2-tailed)	.187	
	N	25	25

The results in table six indicate that there is a significant relationship between Work life balance and Job Performance. The results also show a positive relationship between Work life balance and Job Performance, ($r = .273$), this implies that an increase in Work life balance leads to an increase to Job Performance.

Table 7:

Correlation between Employee Motivation and Job Performance

		Employee Motivation	Job Performance
Employee Motivation	Pearson Correlation	1	.589**
	Sig. (2-tailed)		.002
	N	25	25
Job Performance	Pearson Correlation	.589**	1
	Sig. (2-tailed)	.002	
	N	25	25

** . Correlation is significant at the 0.01 level (2-tailed).

The results in table seven indicate that there is a significant relationship between Employee Motivation and Job Performance. The results further show that the relationship between the two variables is positive, ($r = .589$), this implies that an increase in Employee Motivation is accompanied by an increase in Job Performance. Additionally, since the value of p (.002) is less in magnitude than the level of significance at 0.01 ($0.002 < 0.01$), the third null hypothesis was rejected.

Chapter Five

Discussions, Recommendations, Conclusion

Introduction

This chapter presents the discussion of the findings of the study which is done in relation to the study hypotheses and literature review. The first section discusses the relationship between organizational politics and employee engagement, employee engagement and employee retention, organizational politics and employee retention. Furthermore, in this chapter still, a conclusion is drawn, recommendations are given, and suggestions for future research are also made.

Quality of Work Life and Employee motivation

The study hypothesis stated that there is a significant relationship between Quality of Work Life and Employee motivation. The results of the study further confirmed that there is indeed a significant relationship between the two variables. Also, the results indicated a positive relationship which implied that an increase in Work life balance led to an increase in Employee Motivation.

Research findings are in agreement with Lau et al (2001) who noted Quality Work Life as the favorable working environment that supports and promotes satisfaction through providing employees with rewards, job security and career growth opportunities, which further keep employees motivated ta work.

Many a times, a motivated worker is one observed from the quality of lifestyle lived. He or she will be composed and will be committed towards work as well as getting tasks. It's not always easy attaining work life balance but an organization can always develop work friendly policies for example offering gym and work out offers for the workers, improving

work shifts to allow for rest, providing lactation centers for lactating mothers, encouraging company retreats among others.

All the above held with the concern they deserve, there will be a sustained work life balance as well as motivated employees.

Employee Motivation and Job Performance

The study hypothesis stated that there is a significant relationship Employee motivation and Job performance. Results of the study also confirmed the hypothesis and further showed a positive relationship between the variables in that an increase in Employee motivation led to an increase in Job performance among Non-Government workers within Kampala.

The findings may be explained in argument that motivated employees can perform well at their respective jobs both to get along and getting ahead in individual tasks. They also tend to possess high levels of citizenship behaviors which all amounts to job performance. This observation is also confirmed by Haque et al. 2014 who noted that employee motivation seeks to establish a basis for the accomplishment of a task.

Research findings are further in line with Nohria et al., 2008. They observed that organizational performance is maximized when organizational levers are used to fulfill employee drives and motivation.

Quality of Work Life and Job Performance

The study hypothesis stated that there is a significant relationship between Quality of Work Life and Job performance. Results of the study also confirmed the significant relationship between the variables. Furthermore, a positive relationship was evidenced and hence concluded that an increase in Quality of Work Life led to an increase to Job performance.

These study results are in line with Opatha, 2009 who notes that employees should feel a sense of responsibility for doing their jobs which attribute can only be met when one has

quality work life. Quality of Work Life can reduce absenteeism rates, lower turnover, and increase job satisfaction which are all indicators of improved job performance.

In conclusion, there is a significant relationship quality of work life and job performance because employees who work in an environment with high level of rewards and remunerations tend to perform better at work.

Conclusion

If employees are not given enough support on the type of work they do, and their work environments is made accommodative and inclusive be it through improved ergonomics, work policies, they will end up getting motivated, looking forward to getting their work done and getting more engaged. As a result, the employees will derive satisfaction from their work which will be translated into improved job performance.

Recommendations

The researcher made the following recommendations in line the study finding;

Non-government organizations ought to inculcate into their management systems policies that yield towards improved work life balance of their workers. For example, they need to make prompt remunerations in order to motivate them, improve ergonomics to accommodate even the disabled persons, adopt company retreats to allow employees recharge their minds and all this will in turn increase performance encourage the employees to stay within their organizations much longer.

Employee motivation can be evaluated from the employees' tendency to want to get along with others from their organization citizenship behaviors, how they get work done and how they respond to company policies. It can also be improved through ensuring engagement of employees in decision making within the company.

The researcher recommends that platforms be put in place for capacity building programs aimed at improving the employee skills and competence. These programs may be the foundation from which employees can appreciate their partnership with the organization better and then give off their best towards company growth and attainment of strategic goals.

Areas for Further Research

This study only focused on establishing the relationship among Quality of work life, Employee Motivation and Job Performance among employees within non-government organizations in Kampala. More research should then be carried on other government organizations and parastatals and focus the relationship between quality of work life and employee retention.

Limitation of the Study

Some of the respondents were less interested in participating in the research study owing to their busy schedules. This was however managed by choosing to administer the questionnaires only during work breaks so as to capture quality responses.

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Appendix I
Questionnaire
Makerere University School of Psychology

Introduction

Dear respondent, this questionnaire has been designed to establish a relationship among QWL, Employee Motivation and Job performance among employees of NGOs in Kampala District. This information gathered will be used to entirely for the purpose of academic research and your response will be treated with strict confidentiality. Please read the questions carefully and respond as honestly as possible.

Section A: Personal Data (Fill in or Tick the choice from the categories below)

No.	Item	Coding category	Response (Tick or fill in)
1.	Sex	Male	
		Female	
2.	Age group of respondent	20-30 years	
		31-40 years	
		41-60 years	
		61 and above years	
3.	Marital status	Single	
		Married	
		Divorced	
		Widowed	
4.	Highest level of education	Certificate	
		Diploma	
		Degree	
		Masters	
		PhD	
5.	Category of organization	Humanitarian	
		Profit / commercial	
6.	Time spent in organization	Less than 5 years	
		5-10 years	
		Above 10 years	

SECTION B: Quality of Work life

Read each statement carefully and tick the score that closely responds with how you view the quality of work life at your work place as measured on the below workplace threats scale.

Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree
1	2	3	4	5

1.	There are sufficient working resources in the Organization	1	2	3	4	5
2.	The working condition at the work place is good	1	2	3	4	5
3.	There is no threatening behavior to employees at the work place	1	2	3	4	5
4.	There working condition at the workplace is unfavorable	1	2	3	4	5
5.	I think something can be done to improve Work life of the employees	1	2	3	4	5
6.	I do not see coworkers directing behaviors that can be interpreted as lateral attitudes/motivating factors towards coworkers	1	2	3	4	5
7.	My organization has employee motivating programs	1	2	3	4	5
8.	I feel demotivating factors in the work place are decreasing	1	2	3	4	5
9.	There is a process in the work place for reporting demotivating factors	1	2	3	4	5
10.	I don't frequently worry about personal safety about at the workplace	1	2	3	4	5
11.	There is a written policy about motivation procedures in the work place	1	2	3	4	5
12.	I am completely happy and enjoy my job	1	2	3	4	5

SECTION C: Employee motivation

This section will measure the level of motivation among the employees of selected NGO employees in Kampala District. Please indicate the degree to which you agree with each statement on the scale below;

Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree
1	2	3	4	5

1.	The working condition at the work place is good	1	2	3	4	5
2.	My organization always gives incentives to well performing employees	1	2	3	4	5
3.	My salary is commensurate to the work tasks I carry out	1	2	3	4	5
4.	I am completely happy and enjoying my job	1	2	3	4	5
5.	There are sufficient working resources in the organization	1	2	3	4	5
6.	My organization gives good recognition for work well done	1	2	3	4	5
7.	I participate in decision making of my own job	1	2	3	4	5
8.	I am completely happy and enjoy my job	1	2	3	4	5
9.	I have prospects of being promoted at the work place	1	2	3	4	5
10.	Paid leaves from work hard to be granted in my organization	1	2	3	4	5

SECTION D: Job performance

This section will measure the fundamental dimensions of job performance: please indicate the degree to which you agree with each statement on the scale below

Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree
1	2	3	4	5

1.	I demonstrate appropriate interactions with clients	1	2	3	4	5
2.	I make appropriate actions on problems as necessary	1	2	3	4	5
3.	I always meet deadlines	1	2	3	4	5
4.	I perform competently under pressure	1	2	3	4	5
5.	I set appropriate priorities for tasks	1	2	3	4	5
6.	I deal appropriately with confidential information	1	2	3	4	5
7.	I manage information and data effectively	1	2	3	4	5
8.	I propose relevant solutions to problems	1	2	3	4	5
9.	I work under supervision	1	2	3	4	5
10.	I arrive for meetings on time	1	2	3	4	5
11.	I report appropriately to feedback on job productivity	1	2	3	4	5
12.	I collaborate effectively with other department members	1	2	3	4	5

Appendix II**Work plan**

No.	Activity	Time Frame
1.	Writing of proposal	June 2022-August 2022
2.	Submission of the proposal	September 2022
3.	Pretesting instruments	September 2022
4.	Data collection	October 2022
5.	Data entry and analysis of data	October 2022
6.	Dissertation writing	November 2022
7.	Submitting of the dissertation	December 2022

Appendix III

Budget

S/N	Requirements and Details	Quantity	Unit price(UGX)	Total amount(UGX)
A	Equipment and stationery			
1	Flash disc	1 pc	60000	60,000
B	Personnel			
2	Research assistants(2)	2 months	300000	600,000
3	University guides(2)	1 month	200000	400,000
4	Food	2months		400,000
5	Rent	2months		300,000
6	Transport			150,000
7	Internet			50,000
C	Printing service			
8	Printing the proposal	5 pcs	4100	20,500
9	Binding the proposal	3 pcs	3000	9,000
10	Photocopying services	300 pcs	500	150,000
	Grand total			2,139,500