

**MOTIVATION AND EMPLOYEE COMMITMENT IN PRIVATE HOSPITALS IN
KAMPALA, UGANDA**

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DECLARATION

I, ASIIMWE JESCA hereby declare that this is my original work, and that, to the best of my knowledge, it has never been presented to any institution of higher learning for the award of an academic qualification.

Where another person's work has been used, they have been duly acknowledged.



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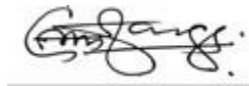
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APPROVAL

I hereby confirm that this dissertation has been carried out under my guidance and support, and I endorse its submission to the University with my full approval.

Signature:

A handwritten signature in black ink, appearing to read 'Maiga Gilbert', written over a horizontal line.

Date: June 18th 2025

PROF. MAIGA GILBERT.

University Supervisor

DEDICATION

This research is dedicated to my beloved mother Dr. Rose. Nanyonga whose unwavering support, love, and sacrifices have been the cornerstone of my journey. Her belief in me has fueled my determination, and her presence in my life is a constant source of inspiration.

ACKNOWLEDGEMENT

First and foremost, I give thanks to the Almighty God for His grace, guidance, and blessings throughout this research.

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ABSTRACT

This study aimed at assessing the relationship between motivation and employee commitment in private hospitals in Kampala, Uganda. The study employed a descriptive correlation research design with both qualitative and quantitative approach. The study used a sample size of 254 out of a population of 750 employees in the private the private hospital in Kampala. The study used stratified sampling method. Primary data was collected using both questionnaire survey methods and interviews. Both validity and reliability tests were performed, and coefficients were above the threshold of 0.7. The findings show that intrinsic motivation factors present in private hospitals in Kampala include encouragement, involving staff in decision-making activities, giving staff opportunities to improve their mastery in their profession and provision of opportunities for personal and professional growth, available resources, provision of support in skill development and learning and staff work being valuable. Findings also revealed that salary for staff is competitive compared to other hospitals, recognition programs are in place that acknowledge employee contributions, job security is guaranteed for employees who perform well, the working conditions are conducive to productivity and employees are provided with the tools and equipment necessary for their work. Findings further revealed that participation in decision-making enhances emotional attachment to the hospital, adequate resources for mastery enhance employee satisfaction, intrinsic motivation leads to discretionary effort in job performance, employees who feel their work is worthwhile are more likely to be more committed, recognition of personal achievements develops long- term commitment and opportunity to gain further skill-building makes workers happier and more retained. Furthermore, findings revealed that comprehensive benefit packages contribute to the loyalty of the employees and recognition programs reinforce emotional links with the company. Findings further indicate that competitive salaries minimize employee turnover, the availability of appropriate tools and equipment contributes to the higher commitment of employees, promotion policies that are clearly stated enhance the long-term retention of the workforce, job security influences the commitment of employees to a great extent, and a positive work environment enhances job satisfaction and commitment. The study recommends that managers in private hospitals should endeavor to offer competitive salaries to staff, create an attractive work environment, recognize outstanding performers, involve employees in decision making and also give them liberty to attain further studies. These aspects would enhance employee commitment. The study also recommends that; Private hospitals should develop and implement policies especially reward policy so as to enable managers value employee rewards which would enhance employee commitment. The study further recommends that government of Uganda through ministry of health should regulate reward systems of all private hospitals in Kampala so that workers can be rewarded effectively. This will basically enhance employee commitment. This study informs both policy and practical implication of employee commitment as discussed in the subsequent chapters.

CHAPTER ONE: INTRODUCTION

1.0 Introduction

Employee motivation and commitment are among the most important drivers of successful organizations, especially in healthcare, where the quality of services directly impacts patient outcomes. Private hospitals in Kampala, Uganda, face distinct challenges in ensuring employee motivation and commitment due to resource constraints, high patient-to-staff ratios, and competition for skilled healthcare professionals. More so, motivated and committed employees will tend to portray higher job performance, reduced turnover intentions, and better patient care (Ryan & Deci, 2020).

Employee motivation has been defined as the intrinsic and extrinsic factors that activate employees to accomplish organizational goals. These include recognition, career growth opportunities, and a supportive work environment. On the other hand, employee commitment has been described as the psychological attachment and loyalty of employees to their organization (Meyer & Allen, 1991). The two constructs are interrelated, with motivation usually being the predecessor of commitment.

Therefore, there is a need to comprehend, within private hospitals in Kampala, the dynamics underlying employee's motivation and commitment for better workforce stability and enhancement of healthcare service delivery. For instance, Nyangoma et al. (2021) documented that influential factors on employees' motivation were mainly linked to financial incentives, job satisfaction, and work-life balance. In the same evidence, Wamala et al. (2020) found perceived organizational support and appropriate leadership styles to be associated with higher levels of employee commitment among Uganda's health workers.

In view of the importance of health workers, this study seeks to establish factors that influence employee motivation and commitment in private hospitals in Kampala. These findings will provide an avenue to designing strategies that enhance employee engagement, reduce turnover, and improve healthcare outcomes.

This chapter introduces the study by discussing its background, problem statement, objectives, research questions, scope, justification and the conceptual framework.

1.1 Background of the Study

The health care systems in countries highly depend on the commitment and motivation of human resources to the attainment of set service delivery indicators. In Uganda, and Kampala in particular, private hospitals are an important component of the healthcare system, catering to a considerable share of the population (WHO, 2021). However, these hospitals must continuously battle with the issue of low- quality healthcare services, high rates of turnover, and poor working conditions. These factors, among others, have questioned the commitment and motivational levels of health workers, which affect the quality and reliability of health services provided in these institutions, yet they play a very vital role in our lives. (Nyangoma et al., 2021). Employee motivation and commitment are the backbone of a motivated and involved workforce in private hospitals.

Motivation is the inner driving force that compels workers to perform at par or even above expectations. Several factors, however, contribute to low motivation among staff at private hospitals in Kampala; these include poor remuneration, limited opportunity for career growth, and lack of recognition in the workplace (Wamala et al., 2020). For example, the reports indicate that most of the health workers in these hospitals are paid low salaries compared to those in public institutions, which may lead to job dissatisfaction and poor morale among the workers, Mukasa et al. (2022). These conditions are not only

reduce productivity but also threaten the retention of highly skilled employees. On the other hand, employee commitment, as defined by loyalty, involvement, and a high degree of identification with organizational objectives, has been found to be relatively low in private healthcare facilities in Uganda.

This is often blamed on limited organizational support, unclear career development, and lack of participatory decision-making mechanisms in place (WHO, 2021). The lack of commitment has led to frequent turnover among staff, disruption to the delivery of services, and rising costs due to recruitment and training. The study conducted by Kibuuka et al. (2020) depicted that private sector health workers in Kampala are highly burned out and disillusioned because of poor management practices with unsatisfactory support mechanisms. Such a study will be informed by the growing concern for addressing such challenges in private hospitals. Knowing what drives employees, both in terms of motivation and commitment, will be quite useful to the hospital administrators and policy makers. This paper, therefore, identifies specific barriers and proposes some actionable strategies that would enhance employee satisfaction, reduce the level of turnover rate, and improve service delivery in the private health sector in Kampala. Historically, Ugandan health workers have faced various systemic challenges, which range from poor infrastructure, inconsistent policy implementation, and limited access to professional development programs (Turyasingura et al., 2019).

Motivation in healthcare settings is a mix of intrinsic and extrinsic factors. Intrinsic motivation deals with an employee's inner need to perform well in their duties; this may be motivated by work that is meaningful, personal growth, and a sense of accomplishment. On the other hand, extrinsic motivation comes from outside, in the form of salaries, bonuses, and other benefits that one gets because of working (Muthoni & Muriithi, 2020). Most private hospitals in Kampala have difficulties in balancing

these motivational factors due to financial constraints. For example, a study by Mukasa et al., (2022), indicated that health workers in private hospitals expressed dissatisfaction with their remunerations and also faced the absence of performance-based incentives. Such dissatisfaction was linked to a high rate of turnover, low productivity, and job satisfaction. A point is also raised on the shortage of professional development programs in private hospitals being another demotivating factor. Employees often feel irritated when their opportunities for career growth are limited, making them not have the ability to realize their long-term goals as asserted by Kibuuka et al. (2020). High workload and unfavorable staffing ratios further minimize motivation whereby workers experience burnout and stress related to their jobs. This has been a big challenge to the private sector in Kampala, where the utilization of healthcare services is beyond the capacity of resources available.

Employee commitment is an avenue that ensures a loyal, dedicated workforce whose goals are directed towards the attainment of organizational goals. Commitment has normally been viewed along three dimensions, which include affective, continuance, and normative (Meyer & Allen, 1991). Affective commitment pertains to an emotional attachment to the organization; on the other hand, continuance commitment deals with perceived costs of leaving the organization; and normative commitment means feeling a sense of obligation to stay. In Kampala's private hospitals, studies have shown that affective commitment is often low due to perceived inequities in workplace policies and a lack of supportive management practices (Wamala et al., 2020). For example, healthcare workers frequently report feeling undervalued, with minimal recognition of their contributions. The lack of participatory decision-making processes and limited organizational support further exacerbate this issue. According to Nyangoma et al. (2021), health workers will have more commitment when they are listened to and when there is perceived fairness in resource distribution and promotions. Besides, continuance

commitment is relatively low in many private hospitals because many employees perceive better opportunities for work either in public sector institutions or international organizations that offer salaries and benefits attractive enough. This has developed into a high trend of turnover whereby private hospitals struggle to retain skilled personnel (Mukasa et al., 2022). In addition, inconsistent managerial practices lower normative commitment through a lack of building appropriate direction or shared organizational objectives. Organizational Practices and Employee Outcomes

Organizational practices are a crucial influence on motivation and commitment. For instance, it has been argued that leadership style stands out as one of the leading determinants of employee variable outcomes. The transformational leadership style-that inspires, empowers, and supports employees--has been found to yield a positive effect on motivations and commitment levels (Wamala et al., 2020). Unfortunately, many private hospitals in Kampala fall under transactional leadership, where the completion of tasks is made to override people's development and engagement. The workplace culture also plays a vital role. A friendly and accepting work environment creates a sense of belonging and raises intrinsic motivation and affective commitment, according to Turyasingura et al. (2019). On the other hand, favoritism, lack of transparency, and poor communication hurt these outcomes. For example, it has been reported that some private hospitals do not handle workplace grievances well, which results in employee dissatisfaction and disengagement.

Private hospitals in Kampala operate in a challenging environment marked by resource constraints, intense competition, and fluctuating economic conditions. These challenges often result in cost-cutting measures that negatively affect employees, such as delayed salaries, inadequate training programs, and reduced investment in staff welfare (WHO, 2021). A study by Mukasa et al. (2022) emphasized that such

measures create a cycle of demotivation, where employees feel undervalued and disengaged, further compromising service delivery standards.

The findings suggest that an understanding of the underlying factors contributing to employee motivation and commitment in private hospitals in Kampala is very important in developing appropriate interventions. Addressing the financial, managerial, and systemic challenges will enable hospital administrators to develop a more motivated and committed workforce for better healthcare outcomes.

1.2 Problem Statement

There is a significant concern regarding the lack of commitment among healthcare employees globally, often evidenced by high turnover rates, absenteeism, and low job satisfaction (Lu, H., Zhao, Y., & While, A., 2019). This issue negatively impacts healthcare delivery, increasing the workload for remaining staff, reducing service quality, and ultimately compromising patient outcomes.

In sub-Saharan Africa, these challenges are exacerbated by resource limitations, inadequate compensation, and poor working conditions. Many healthcare workers face extreme workloads, delayed payments, and a lack of career growth opportunities, reducing their organizational commitment (Chinguwo, P., 2023). A study in Uganda found that only 37% of physicians were satisfied with their jobs, and 46% reported they were at risk of leaving the health sector or the country (Twinamasiko, et al., 2024). The private healthcare sector is particularly affected by high employee turnover, job dissatisfaction, and workforce instability. For example, a study examining job satisfaction and turnover intentions among health workers in faith-based hospitals in Uganda surveyed 125 nurses from three Catholic faith-based hospitals. The study confirmed that job satisfaction negatively affects turnover intentions, while affective and normative commitments partially mediate this relationship (Kwatampora, Wanyama, & Eyamu, 2022). Also, a study by Nasasira, L. (2023). revealed that private hospitals in Uganda experience higher attrition rates than public facilities due to perceived job insecurity, poor remuneration, and limited benefits. This has led to a

loss of experienced professionals, an increased burden on remaining staff, and diminished healthcare service delivery.

The situation is further worsened by the increasing migration of healthcare professionals from Uganda to other countries in search of better employment conditions. A study by Balonde, M. (2022) found that 70% of nursing students in Uganda expressed an intent to migrate abroad, a rate significantly higher than the 27% reported for established healthcare workers. This ‘brain drain’ depletes Uganda’s healthcare workforce, making it difficult for private hospitals to attract and retain skilled employees. The high turnover rates lead to disruptions in service continuity, increased recruitment and training costs, and reduced commitment among remaining staff (Nakimuli & Ssekandi, 2023).

Employee motivation has been identified as a key driver of organizational commitment. Research suggests that improving intrinsic motivations such as professional growth, job autonomy, and recognition—can enhance employees' sense of belonging and loyalty (Bradfield, B. M. (2024).). Similarly, extrinsic motivational factors, including fair compensation, job security, and work-life balance, play a crucial role in reducing turnover intentions and improving job satisfaction (Chakraborty, T., Sharada, V. S., & Anand, R. (2024)

This study, therefore, seeks to assess the influence of motivation on employee commitment in private hospitals in Kampala, Uganda.

1.3 Purpose of the Study

The aim of the study was to assess the relationship between motivation and employee commitment in private hospitals in Kampala, Uganda

1.4 Objectives of the Study

- a) To assess the factors influencing intrinsic motivation of employees in private hospitals in Kampala, Uganda.
- b) To identify the factors for extrinsic motivation of employees in private hospitals in Kampala, Uganda.
- c) To explore the relationship between intrinsic motivation factors and employee commitment in private hospitals in Kampala, Uganda.
- d) To examine the relationship between extrinsic motivation factors and employee commitment in private hospitals in Kampala, Uganda.

1.5 Research Questions

- a) What are the factors influencing intrinsic motivation among employees in private hospitals in Kampala, Uganda?
- b) What are the factors contributing to extrinsic motivation among employees in private hospitals in Kampala, Uganda?
- c) How do intrinsic motivation factors relate to employee commitment in private hospitals in Kampala, Uganda?
- d) What is the relationship between extrinsic motivation factors and employee commitment in private hospitals in Kampala, Uganda?

1.6 Scope of the Study

The scope of this study is described by the following content, geographical and time.

1.6.1 Content Scope Tetteh et al. (2015)

The study focused on assessing the relationship between motivation and employee commitment in private hospitals in Kampala, Uganda, biased toward intrinsic motivational factors such as job satisfaction, recognition, and growth opportunities, and extrinsic motivational factors of salary, benefits, and working conditions. It looks at the motivational factors, which influence employee commitment analyzed through the effective, continuance, and normative dimensions. The study is informed by Herzberg's Two-Factor Theory and Self-Determination Theory; it thus adopts an integrated approach, combining both surveys and interviews with employees to arrive at a holistic understanding of the interrelationship between motivation and commitment in the dynamic context of Kampala's private healthcare sector.

1.6.2 Geographical Scope

The research focuses on private hospitals within Kampala, Uganda. As the country's capital and economic hub, Kampala provides a diverse range of healthcare institutions, making it an ideal setting for examining the relationship between work benefits and employee motivation in private hospitals.

1.6.3 Time Scope

This study covered data from 2019 to the present, a period marked by the significant impact of the COVID-19 pandemic on the NGO sector in Uganda. The pandemic disrupted operations and reshaped employee benefits and motivation strategies, particularly in healthcare organizations. During this time, NGOs faced challenges such as resource constraints and changes in work practices (World Bank, 2021). This timeframe is crucial for understanding how private hospitals in Kampala adjusted their human resource practices, including work benefits, to maintain employee motivation amidst these challenges. It also includes developments in the healthcare sector, where NGOs played an essential role in filling

service gaps (WHO, 2020). Thus, this period is key for assessing how work benefits have evolved to support employee engagement and retention. Data collection will take approximately 1 to 2 months, after which it is expected that this study will be concluded towards the end of April 2025.

1.7 Significance of the Study

The study would thus be relevant in giving insight into information that may help bring improvements in the working environment, staff satisfaction, and performance levels in private hospitals in Kampala, Uganda.

These findings can be used by the policy makers in the health sector in Uganda to infer the wider strategy of workforce development. The research can influence policy formulation that aims to enhance employee motivation and retention at health facilities for overall improvement of the health systems in Uganda. The results are likely to influence the nature of the development of healthcare programs with emphasis on employee approaches that ensure sustainability in human resource management.

In addition, the findings of this study would serve as a guide for management and administrators in the hospital industry in understanding how employee motivation at work impacts commitment to them, which in turn would have a direct relationship to the quality-of-service provision and overall performance. Understanding the connection of intrinsic and extrinsic motivations would help management in building relevant strategies that increase employees' satisfaction and reduce the quitting rate. The challenges regarding motivating staff would be underlined, thus enabling one to make targeted interventions in improving employee engagement.

The employees would also benefit from the study through better work environments and job satisfaction as the hospitals apply the recommendations brought forth by the study. Precisely, the identification of motivational factors for employees and improvement in their commitment could lead to more tailor-made and personalized reward systems, training programs, and career development opportunities that promote employee well-being and professional growth

The study provides information that consultants might apply in giving tailored recommendations on the best way private hospitals can enhance human resource practices. It shall also be useful as a future reference in carrying out research related to employee motivation and commitment in the Ugandan healthcare sector or similar settings in Sub-Saharan Africa. Once the factors of motivation in healthcare settings have been identified, future studies can proceed with identifying interventions and best practices that improve employee retention and service delivery.

1.8 Conceptual Framework

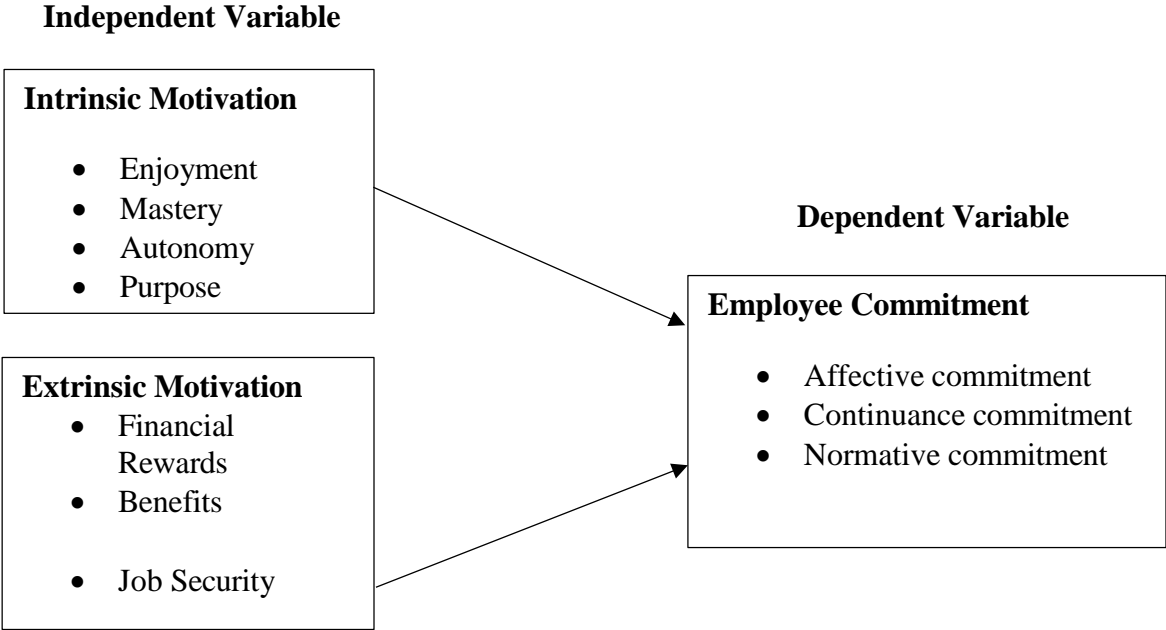


Figure 1: Conceptual frame work (Source: Adopted from Allen and Meyer (1996) and modified by researcher (2024).

This study applies Allen and Meyer's (1996) Three-Component Model (TCM) to examine the relationship between motivation and employee commitment in private hospitals in Uganda. The model defines employee commitment in three dimensions: affective commitment, which reflects an employee's emotional attachment to the organization; continuance commitment, which is based on the perceived costs of leaving; and normative commitment, which stems from a sense of obligation to stay.

The key independent variable in this study is motivation, which is categorized into intrinsic motivation and extrinsic motivation. Intrinsic motivation refers to internal factors that drive employees to perform well, including enjoyment, mastery, autonomy, and purpose. Employees with high intrinsic motivation tend to develop strong affective commitment, as they find personal satisfaction and meaning in their work. Extrinsic motivation, on the other hand, is influenced by external rewards such as financial incentives, benefits, recognition, and job security. These factors primarily affect continuance and normative commitment by ensuring employees feel financially secure and valued within the organization.

By assessing how intrinsic and extrinsic motivational factors shape employee commitment, this study aims to provide insights into improving retention and reducing job dissatisfaction in Uganda's private healthcare sector.

CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction

This chapter presents a review of existing literature relevant to the relationship between employee motivation and employee commitment particularly in the private health sector. The review highlights theories underpinning the study, conceptual review, and empirical review. The chapter concludes by identifying gaps in the literature that the current study seeks to address, particularly within the context of private health institutions in Uganda.

2.1 Theoretical Review

2.1.1 Self-Determination Theory

Self-Determination Theory was created by Deci and Ryan in 1985 to explore human motivation, identifying both intrinsic and extrinsic drives for human behavior. Intrinsic motivation refers to performing activities based on interest, such as having fun, feeling a sense of mastering activities, autonomy from the activity itself, and fulfilling a sense of purpose. On the other hand, extrinsic motivation is molded by external factors, such as financial rewards, recognition, benefits, and job security. SDT postulates that intrinsic motivation is facilitated when an individual experiences three innate psychological needs: autonomy, or the capacity to make choices and have control over one's work; competence, or a sense of effectiveness in completing tasks; and relatedness, or the feeling of connection with others.

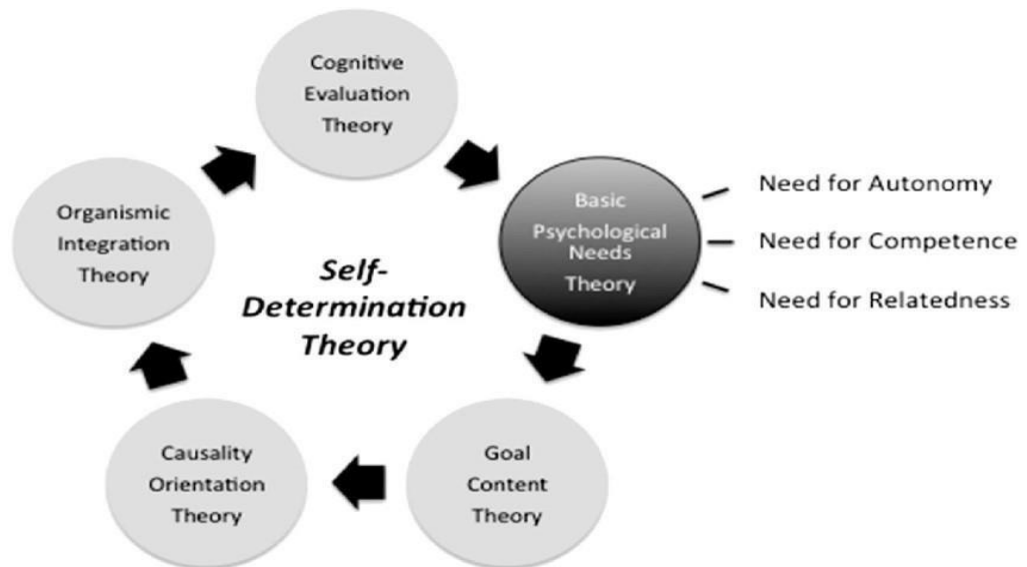


Figure 2: Overview of Self-Determination Theory (SDT): The Five Mini-Theories.

With regard to private hospitals in Kampala, intrinsic motivation acts as the bedrock of employees' commitment to their work. A nurse or a doctor derives motivation from feelings associated with saving a life or alleviating suffering. Employees who are intrinsically motivated are observed (Ryan and Deci, 2000) to exercise higher levels of job satisfaction and organizational commitment. Workers of this kind will be more apt to perform well beyond the scope of their jobs, since the motivation for doing so is deeply personal and professional.

Private hospitals can enable intrinsic motivation through the enabling environment for autonomy, such as extending an opportunity for participation in decision-making or even self-scheduling of work. Besides, professional development opportunities like training and career advancement opportunities will increase an employee's sense of mastery and competence, further increasing intrinsic motivation and subsequently organizational commitment.

2.1.2 Herzberg's Two-Factor Theory

Herzberg's Two-Factor Theory (1959) gives a different look at workplace motivation by classifying factors as either hygiene or motivators. Hygiene factors, which include aspects like salary, job security,

Workplace conditions, and company policy, are indeed necessary to avoid dissatisfaction but cannot ensure higher motivation or commitment. On the other hand, motivators are indeed the factors of recognition, personal growth, meaningful work, and opportunities for achievement that are linked with job satisfaction and employee commitment.

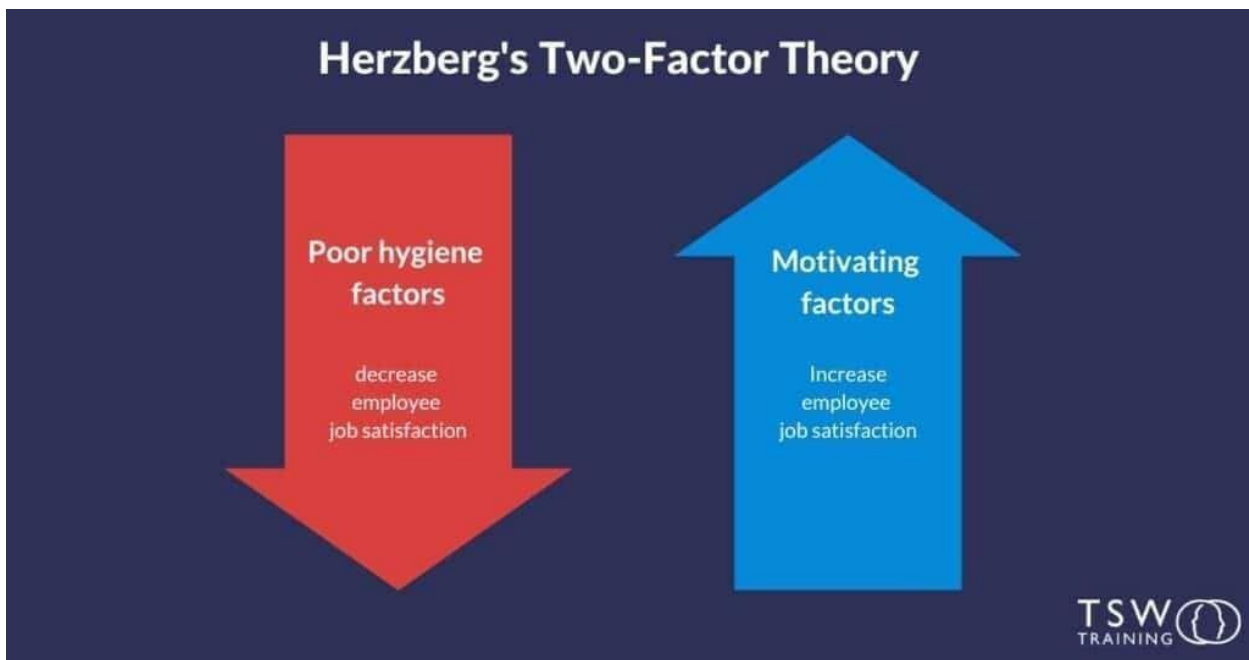


Figure 3: Herzberg's two-factor theory diagram

In private hospitals, the hygiene factors provide the basis on which the short-term needs of employees are met. For instance, it is important that health workers are paid reasonable salaries and have a safe and appropriately equipped workplace to minimize dissatisfaction. However, such factors may not motivate employees to commit to the organization over the long term. Long-term commitment is more powerfully provided by motivators. Examples are that awarding or praising a nurse may make one feel valued and belong to something, while offering chances for personal and professional growth—for instance, providing opportunities for higher learning or special training—can lead to an increased feeling of mastery of employees. Accordingly, these factors serve to meet intrinsic desires and are thus most likely to produce

employees loyal to their organizations. For private hospitals, this is a matter of balancing hygiene factors and motivators in a way that will not only reduce dissatisfaction but also create deep and sustained commitment in employees.

2.1.3 Social Exchange Theory (SET)

The Social Exchange Theory by Blau (1964) provides an appropriate framework in which to evaluate the nature of reciprocity in relations between employees and employers. Basically, it proves that while employees perceive fairness, support, and rewards for efforts extended, the obligation to respond with loyalty, discretionary effort, and commitment follows suit.

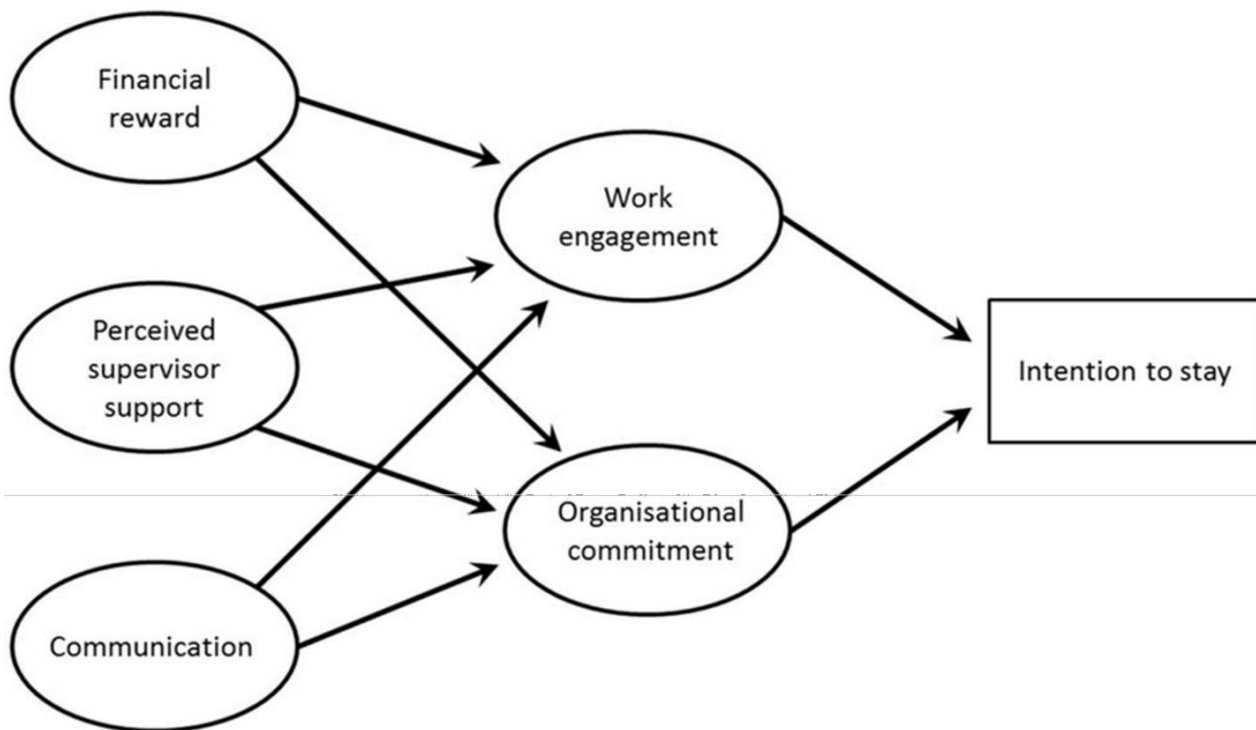


Figure 4: Theoretical Model based on the Social Exchange Theory.

Conversely, if employees are made to feel undervalued or unappreciated, they are less likely to be organizationally committed. The exchange relationship is particularly important in the healthcare sector,

with work that could be physically and emotionally overwhelming. For private hospitals in Kampala, therefore, it is important that the intrinsic motivators-through things like empowerment and meaningful work-are properly addressed, as well as extrinsic motivators like appropriate compensation and benefits. For instance, doctors and nurses will be more loyal if they are appreciated through promotion, giving them bonuses, or public acknowledgement. Giving an employee autonomy, letting them make decisions that have to do with their jobs, is a sure way to make them feel trusted and valued, hence cementing their loyalty to the organization. It also identifies the need for overcoming factors acting as barriers to motivation, including lack of feedback or autonomy. Regular performance appraisals, upward communication opportunities, and transparent recognition programs may bridge the gap in what employees expect and what is experienced. In this regard, a positive exchange relationship would facilitate trust, respect, and commitment among the healthcare workers.

2.2 Conceptual Review

2.2.1 Motivation

Employee motivation refers to the internal and external factors that stimulate individuals to act and maintain their efforts toward achieving specific goals (Steers et al., 2004). In the workplace, motivation can be categorized into two primary types: intrinsic and extrinsic motivation. Whereas intrinsic motivation is grounded on internal desires for personal growth, mastery, autonomy, and purpose, extrinsic motivation is based on external rewards, including financial benefits, benefits packages, and recognition. According to Ryan & Deci (2000), both forms of motivation are crucial determinants of employee behavior and performance.

In private hospitals, intrinsic motivators are significantly influential in driving employee commitment and engagement. For example, a healthcare worker motivated by a desire to improve patient well-being

may experience higher job satisfaction and emotional attachment to the organization. On the other hand, extrinsic motivators, such as competitive salaries and job security, address employees' basic needs and create an enabling environment for intrinsic motivation to thrive (Deci & Ryan, 1985). Therefore, understanding how these two forms of motivation interact is an important factor for private hospitals in enhancing employee commitment.

2.2.1.1 Intrinsic Motivation

Intrinsic motivation remains one of the most important factors that affect employee performance and organizational commitment. Self-Determination Theory by Deci and Ryan (1985) posits that intrinsic motivation arises from the satisfaction of psychological needs, such as autonomy, competence, and relatedness. Recent studies have highlighted the importance of intrinsic motivation in increasing employee engagement and organizational commitment. For instance, Wang et al. (2021) found that highly intrinsically motivated employees display a higher level of job satisfaction and affective commitment because they are pleased and find meaning in the job. Key attributes of intrinsic motivation include:

Enjoyment: Pleasure in conducting the work is a built-in motivator. When employees like doing the work, they will be very much involved with the work and committed to the job. Cho and Perry, 2020 stated that employees experiencing enjoyment in the jobs had less likelihood of burnout hence loyalty to the organization.

Mastery: the desire to realize an improvement of skills or expertise, a component noted to relate highly in motivating intrinsically. The opportunities available from an organization in the lines of continuous skill development enhance intrinsic motivation. Zhou et al. (2022) found confirmation of such commitment if the employee conceives of a job as a source to develop one's expertise.

Autonomy: It involves leeway in deciding on factors that control work and directly leads to one's intrinsic motivational input. Autonomy helps build up an atmosphere which develops creativity, innovations, and commitment. For instance, it is evident from the studies of Ryan et al. (2019) that employees within a health facility having greater autonomy experience higher intrinsic motivations and dedication.

Purpose: When employees invest their identity in their work, such as working toward salient social outcomes, they are more inclined to exert commitment and extra effort. For instance, Grant et al. (2020) demonstrated that health workers motivated by a sense of purpose had higher levels of affective commitment and job satisfaction

2.2.1.2 Extrinsic Motivation

Extrinsic motivation is related to external rewards, which motivate people to attain a certain result. While intrinsic motivation is very important for long-lasting involvement, extrinsic motivators have a great impact on the basic needs of employees and create commitment.

Financial Rewards: Financial incentives in the form of salaries and bonuses remain among the most influential extrinsic motivators. According to Kumar et al. (2021), competitive financial rewards increase continuance commitment because employees feel that their contributions are well valued.

Benefits: Comprehensive benefit packages, including health insurance and paid leave, were found to contribute to employees' retention and loyalty. For instance, a study by Li and Fang (2020) shows that employees with attractive benefit packages tend to have long-term orientations toward their organizations.

Recognition: Recognition plays both roles; it is an extrinsic motivator and an intrinsic one, for that matter. More likely, a recognized employee will be committed to the organization. Research papers like those by Brown and Reilly (2022) indicate that recognition programs improve morale and organizational commitment significantly.

Job Security: Job security removes uncertainty and helps build commitment among the workforce. A study conducted by Mensah (2021) showed that employees working in an environment that provides job stability tend to be more concerned and committed to their organizations.

2.2.2 Employee Commitment

Employee commitment refers to the emotional, cognitive, and behavioral attachment that employees have toward their organization (Meyer & Allen, 1991). It is often conceptualized through the Three-Component Model, which includes affective, continuance, and normative commitment. Affective commitment involves an emotional connection to the organization, continuance commitment relates to the perceived costs of leaving, and normative commitment reflects a sense of obligation to remain (Meyer et al., 2002).

Commitment by the employees has emerged as one of the key variables determining organizational performance, employee retention, and service delivery in the private hospitals. The most evident manifestation can be related to the doctors and nurses who, by their attachment to their job, will render qualitative care with discretionary effort; similarly, a lack of commitment manifests reduced performance, absenteeism, and higher quit rates of workers Mathieu and Zajac (1990). Building an actively committed workforce through intrinsic and extrinsic motivators calls for action against all pitfalls that cause

demotivation or employee disengagement. Recent literature has provided insights into the attributes that contribute to commitment.

Job Satisfaction: This has been identified as one of the critical determinants for employee commitment. Okello and Muriuki (2018) reported the presence of a positive relationship between job satisfaction and enhanced levels of affective commitment, which was markedly evidential among health professionals.

Loyalty: Loyalty depicts the commitment and allegiance of an employee towards the organization. Loyal employees are most likely to ensure the long-term success of the organization. As identified by Appiah et al. (2020), healthcare professionals develop loyalty when motivated through both intrinsic and extrinsic factors.

Retention: The strategies for retention would involve giving competitive rewards and making the work environment friendly. According to a study by Njeru et al. (2022), healthcare institutions with good retention policies tend to have low attrition and high organizational commitment.

Discretionary Effort: This is generally defined as going beyond the call of the job requirements. These are usually pegged with affective commitment and intrinsic motivation. According to Zhu and Wu, in 2023, discretionary effort among health workers was thus triggered by intrinsic factors such as purpose and extrinsic ones including recognition.

2.3 Empirical Review

2.3.1 The factors for intrinsic motivation of employees in private hospitals

Intrinsic motivation may be a powerful means of affecting employee performance and participation in healthcare setting. Several recent scholarly research have placed their focus on various factors that constitute intrinsic motivation in health professionals.

Deci and Ryan presented the SDT that provided a conceptual framework - basic to consider intrinsic motivation in healthcare. Their work identifies three innately psychological needs, autonomy, competence, and relatedness. In the context of a hospital, autonomy would be giving health workers control over their schedules and their decision-making processes; competence refers to providing opportunities for developing one's skills and training; relatedness means developing positive relations with colleagues and patients. They found these elements of SDT improve intrinsic motivation among healthcare workers, leading to overall job satisfaction and quality patient outcomes (Deci & Ryan, 2012).

Gagné et al. (2015) explored the role of intrinsic motivation in facilitating patient-centered care in hospitals. Work meaningfulness, personal growth, and alignment with personal values were cited as significant determinants of motivation among health workers. For instance, those nurses and doctors who perceive their work as contributing to the welfare of patients and view it as consistent with their moral values will be more committed and enthusiastic in their jobs. It points out that hospitals should be developing a work environment linking the employees' role with the greater purpose of healthcare delivery.

Recognition and acknowledgement have been assessed in the role of motivating healthcare employees by Pawar 2016. The intrinsic motivational factors such as feeling valued by co-workers and superiors have

been found to relate more with job satisfaction. According to Pawar, recognition schemes and mechanisms for peer acknowledgement installed within the hospitals create a sense of belonging and self-worth which again enhances intrinsic motivations directly. Regular feedback machinery and recognition awards are reported to have enhanced employee retention and morale in hospitals.

A study by Manongi et al. (2014) investigated some of the most salient intrinsic motivators among health professionals in Tanzanian hospitals. The research showed that opportunities for professional development and opportunities to participate in decision-making were important. Results indicate that as hospitals invest in continuous education and involve staff in organizational strategies, intrinsic motivation increases, which in turn could help improve job satisfaction and patient care outcomes.

Bailey et al. (2017) investigated the role of psychological safety in enhancing intrinsic motivation among staff in hospitals. It was reported that when employees feel free to speak up, make mistakes, and ask for help without being judged, they are more intrinsically motivated. Psychological safety leads to an environment where employees feel valued and respected, hence their commitment and engagement. The study has pointed out how leadership is quite instrumental in forming such environments by encouraging open communication and trust.

Cerasoli et al. (2014) examined the role of goal setting as an intrinsic motivator in healthcare. Their study underlined that well-set, challenging, and attainable goals make the people working in the hospital perform better. It can be setting targets on patient care or quality improvement whereby activities of employees are aligned to the goals set by the hospital management. If such goals are accompanied by feedback, accomplishment is realized, improving intrinsic motivation.

Rothmann and Malan (2021) conducted research in South African hospitals, focusing on the role of meaningful work as an intrinsic motivator. They found that healthcare professionals who perceive their work as impactful and meaningful report higher levels of engagement and satisfaction. The study suggests that hospitals should emphasize the societal impact of their services and recognize the critical role that each employee plays in achieving healthcare goals.

A study conducted by Blaauw et al. (2013) on job satisfaction among health workers in Ghana found intrinsic factors like recognition, personal growth opportunities, and accomplishment to be very significant job motivators. It emerged from the research that healthcare workers are motivated by appreciation of work done and opportunity for professional growth, leading to increased commitment to the organization.

Lepold et al. (2018) investigated the intrinsic motivation of medical staff; autonomy, competence, and relatedness appeared to enhance work enthusiasm. The study underlined the fact that if one feels in control of his/her work, is competent to perform the job, and enjoys good relations with colleagues and patients, then his or her intrinsic motivation increases significantly.

Willis-Shattuck et al. (2008) established that factors related to intrinsic motivation like the ability to choose work methods, variety in work, as well as the opportunity to use abilities, play an important role in the case of the frontline health workers. The results revealed that allowing health workers freedom to decide in the way they carry out their tasks and exposing them to various activities where they can exploit their skills would improve their satisfaction and motivation in the workplace.

Alhassan et al. (2023) researched work motivation among health professionals, establishing that it is intrinsic factors such as commitment to doing quality work and feeling respected by one's clients.

In the study, it was seen that among health workers who are committed to offering high-quality services and feel respected by their clients, intrinsic motivation tends to be very high.

2.3.2 The factors for extrinsic motivation of employees in private hospitals

Extrinsic motivation, which emanates from rewards and incentives, therefore, has a significant impact on the behavior and performance of employees. In the healthcare industry, financial rewards, job security, and working conditions are some of the extrinsic motivational factors that are considered vital in guaranteeing employee satisfaction and retention. The following is a review of some scholarly literature on the factors that contribute to extrinsic motivation among health employees.

In this respect, Tetteh et al. (2015) examined the motivational factor of monetary rewards among health workers in Ghana. They established that salary, bonuses, and performance-related pay were the key motivating factors for workers. This study identified that competitive benefits have not only raised employee productivity but also reduced employee turnover. Financial rewards allow employees to satisfy their physiological needs, which is the lowest level of need according to Maslow's hierarchy of needs. Nyamubarwa et al. (2014) confirmed these results in their study conducted in some hospitals in Zimbabwe. According to their findings, delay or irregularity in the payment of salaries seriously demotivates employees and affects their absenteeism and job performance. The authors suggested that timely and equitable remuneration systems are beneficial in sustaining motivation in healthcare settings.

Dolea and Adams (2020) studied job security and its influence on the motivation of health workers in developing countries. They found permanent contracts and assurance of stable employment as strong extrinsic motivators. Those who felt secure in their jobs were more likely to pay attention to providing quality healthcare services than to worry about retaining their jobs. The study, therefore, argued that healthcare institutions should ensure stable employment conditions to motivate the workforce. Munguatosha et al. (2018) studied job security in hospitals in Tanzania and found that temporary contracts and frequent job terminations were a significant demotivator. They concluded that governments and healthcare organizations must implement policies of long-term employment that will stimulate motivation and satisfaction.

Muthuri et al. (2016) studied the influence of working conditions on motivation in Kenyan health workers. From their findings, they identified some factors like adequate facilities, medical supplies, and a safe working environment as critical extrinsic motivators. Poor Infrastructure and lack of proper resources lead to dissatisfaction and stress among the employees. In this context, Jayasuriya et al. (2012) emphasized the proper designing of the workplace along with supportive physical environment. Their study in Sri Lankan hospitals revealed that employees working in a clean, organized and adequately resourced environment depict more motivational level and job satisfaction.

Okello and Gilson (2015) explored the role of effective supervision in motivating healthcare workers in Uganda. They found that clear guidance, supportive leadership, and regular feedback significantly contribute to extrinsic motivation. Employees are more likely to perform well when they feel supported and recognized by their supervisors. Dieleman et al. (2013) conducted a similar study in Cambodia and highlighted that participative leadership styles and transparent communication improve employee morale.

The study recommended that health managers should be provided with leadership training to enable them to motivate staff effectively.

Willems et al. (2020) examined career development as an extrinsic motivator in European hospitals. They established that well-defined opportunities for promotion, training, and professional development are the most significant motivating factors. Individuals who perceive potential for growth and advancement are likely to be more committed and motivated to their jobs. This study's results were further corroborated by Nghiem et al. (2018) who, in studying the healthcare workers in Vietnam, observed that access to skill enhancement programs, as well as educational incentives, motivates employees and increases their capacities for better service delivery.

Ramasamy et al. (2017) investigated recognition programs' effects on extrinsic motivation among employees in Malaysian private hospitals. The findings revealed that non-monetary rewards of certificates, awards, and public acknowledgements significantly increase the motivation levels among employees. Workers appreciate it when their efforts are recognized. This tends to reinforce desirable behaviors and performance. Kim et al. (2016) also conducted a related study in South Korea. They added that recognition by peers is equally important because employees feel that their coworkers value them. Job satisfaction and commitment may well result from such appreciation.

Barnett and Hyde (2021) analyzed work-life balance in facilities within the Australian healthcare sector. They discovered that flexible working hours, parental leave policies, and reduced overtime have a positive effect on employee motivation. Employees who can balance their professional and personal lives tend to show higher levels of engagement and satisfaction. Bamford et al. (2013) supported these findings and

mentioned that burnout and excessive workload are the major demotivators in healthcare. The study recommended implementing policies that promote work-life harmony to ensure long-term employee retention.

2.3.3 The Relationship Between Extrinsic Motivation and Employee Commitment in Private Hospitals

The commitment of workers, particularly in private hospitals, is greatly influenced by extrinsic factors, since they expect valuable material benefits for their hard work. The extrinsic motivators are those that come from outside: financial reward, job security, promotion, and recognition. Such motivators in the health sector play an important role in employees' loyalty and dedication to their workplace. The research findings of Gupta and Shaw (2014) indicated that financial rewards through competitive salaries and performance-based bonuses were strong drivers of employee commitment in private hospitals. When employees feel that they are fairly compensated for their competence and hard work, they are more likely to exhibit continuance commitment, meaning they would stay with the organization because it pays off to do so. For example, in private hospitals, nurses and doctors are more dedicated to those institutions that pay salaries with regard to market standards and, therefore, have lower turnover ratios.

Another extrinsic motivator that plays an important role in developing employee commitment is job security. Amah and Ahiauzu (2013) established that employees who are secure in their jobs tend to be more loyal to their organizations. In private hospitals, through clear contracts and the availability of long-term employment, job stability increases employees' feelings of belonging and commitment. This becomes particularly important in environments where high employee turnover can have negative impacts on patient care and organizational performance. Recognition and rewards also significantly impact employee commitment. Studies by Long et al. (2014) demonstrate that public acknowledgment of

employees' contributions enhance their commitment to their roles and organizations. For example, in private hospitals, recognizing healthcare workers for exceptional patient care or achieving specific organizational goals boosts morale and reinforces their emotional attachment to the institution. Simple gestures such as verbal praise, awards, or certificates can have a profound impact on employee loyalty.

Another extrinsic motivator affecting the commitment of employees is promotional opportunities. Most of the employees in healthcare organizations are interested in career growth for higher salaries and professional development. According to Al Mehrzi and Singh (2016), those organizations which offer well-known promotional avenues and professional development opportunities receive higher commitments from their employees. In private hospitals, healthcare workers can be assured of opportunities to advance their careers through training, specialization, or management positions that could improve affective and continuance commitment. Other important extrinsic motivators are health insurance, retirement plans, and paid leave. As observed by Ahmad et al. (2019), comprehensive benefit packages make employees feel valued and well taken care of by the employer to ensure that the level of commitment is higher. In private hospitals, the benefits will attract quality employees and also retain them in the long run. It is, however, important that such extrinsic motivators be balanced with intrinsic factors as a means of sustaining employee commitment over a period of time. An exclusive reliance on extrinsic rewards may result in diminished intrinsic motivation, which could affect affective commitment negatively. According to Deci et al. (2017), too much emphasis on financial rewards without addressing other intrinsic needs such as autonomy and meaningfulness may undermine employees' overall engagement and loyalty.

In the study by Kuvaas (2006), it was determined that the perception of pay fairness by employees is crucial in developing organizational commitment. Therefore, in private hospitals, when employees

perceive their compensation as fair to their inputs and relevant to the labor market, they are more likely to exhibit a higher level of affective commitment, which results in increased loyalty towards the organization and lower turnover. Armstrong- Stassen (2008) agreed that job security is one of the critical factors that determine employee commitment, as was found by Amah and Ahiauzu, 2013, particularly in turbulent industries like health. In private hospitals, job security is a tool that will help employees build trust in the organization, ensuring higher job satisfaction, leading to retention. In addition, organizational trust strengthened by job security reduces the quitting intentions of employees during periods of economic uncertainty or changes within an organization.

Recognition is one of the vital extrinsic motivators, according to Long et al. (2014). Recognition in the form of public acknowledgement or some other tangible rewards, as demonstrated by Frost (2000), tends to raise employee morale, job satisfaction, and organizational commitment. In health care contexts, recognition of employees for their delivery of quality patient care or performance beyond expectations enhances their emotional attachment to the institution. This attachment is important for maintaining consistent quality in patient care and minimizing the likelihood of burnout, particularly in a high stress working environment like a hospital. According to Al Mehrzi and Singh (2016), employees in private hospitals are usually motivated by career advancement opportunities. For health professionals, these may take the form of specialist training programs, management development programs, or simply the ability to work across multiple specialties. According to Noe, 2017, continuous professional growth and well-structured career development will create an environment that nurtures growth and long-term commitment. This factor is quite crucial in the healthcare sector because of continuous evolution in technology and patient care standards that need employees to strive for continuous skill development.

Full benefits package including health insurance, retirement plan, and paid leaves play a significant role in developing employees' commitment in private hospitals. Cheung (2018) established that organizations offering attractive benefits packages tend to retain employees longer and enjoy higher levels of commitment. Employees in healthcare settings, who are often exposed to high levels of stress and burnout, value benefits that ensure their well-being and provide long-term financial security. In addition, competitive benefit packages can make a hospital more attractive to potential employees, which improves the quality of the workforce. Extrinsic and intrinsic motivators interrelate in ensuring long-term commitment among employees. As argued by Deci et al. (2017), high levels of extrinsic rewards, such as financial compensation, damage intrinsic motivation. For example, workers who engage themselves in implementing certain activities based on financial reasons have a weak attachment to the job and cannot derive any satisfaction when implementing such activities. This can result in a low level of affective commitment. Consequently, while extrinsic motivators like pay, job security, and recognition are essential, they have to be combined with intrinsic ones like autonomy, meaningful work, and personal growth. This integrated approach to motivation is also suggested by Ryan and Deci (2000), who maintain that the combined use of both extrinsic and intrinsic rewards is, in fact, the most effective means of securing ongoing employee interest and commitment.

2.3.4 The Relationship between intrinsic motivation and employee commitment in private hospitals.

Intrinsic motivation is one of the most crucial factors in influencing employee commitment in healthcare institutions, such as private hospitals, because of the way quality healthcare is related to the devotion of employees in their respective engagements. According to Ryan & Deci (2000), intrinsic motivation arises when individuals are driven internally by factors such as personal fulfillment, a sense of purpose, autonomy, and mastery over one's roles. Intrinsically motivated employees are likely to be more effectively committed; that is, they are attached to the organization emotionally and are bound to experience

job satisfaction and discretionary effort. One recent study by Wang et al. (2021) has identified that healthcare workers who believe that their role is meaningful and has a good deal of relevance toward personal values are most capable of organizational commitment. For instance, in private hospitals, the nurses who consider patient care to be important and meaningful show greater loyalty and would prefer to remain with their current employers for longer. Besides, Cho and Perry, 2020 demonstrated that employees who are happy and satisfied with their work are more willing to exhibit long-term commitment without extrinsic rewards.

Autonomy, another critical aspect of intrinsic motivation, is particularly significant in private hospitals. Studies indicate that employees who are given decision-making authority and the ability to manage their tasks independently exhibit greater job satisfaction and organizational loyalty (Ryan et al., 2019). For example, when healthcare workers are empowered to make patient-related decisions, they feel more competent and valued, which strengthens their commitment to the hospital.

Mastery drive is the desire to continuously improve one's skills and expertise, which further increases intrinsic motivation and commitment. According to Zhou et al. (2022), opportunities for professional growth and continuous learning in private hospitals improve employee retention and participation. Mastery-motivated workers are committed not only to their jobs but also to developing better outcomes within the hospital setting. Besides, relatedness or the feeling of belonging and attachment to others in the workplace has been found to increase intrinsic motivation and commitment. A study by Brown and Reilly (2022) showed that teamwork and collaboration among health professionals create a supportive work environment, enhancing both intrinsic motivation and affective commitment.

It is, however, important to note that intrinsic motivation has often been related to employee commitment in health care institutions when personal values and professional purpose align with organizational goals. Work may intrinsically motivate health professionals by giving meaning to or influencing patients' lives. Intrinsic motivators such as purpose and autonomy cause employees to become affectively committed and attached to their organizations emotionally. Gagné et al. (2015). In private hospitals, health workers will tend to stay committed to the institutions where their job functions or responsibilities meet and correspond with the individual values of saving lives and improving health statuses.

Then, autonomy as one of the significant elements of intrinsic motivation impacts significantly the employee commitment. According to Kohnke and Münch (2019), workers who have the right to decide on their job roles and responsibilities are more likely to develop ownership that leads to commitment. This is particularly true in private hospitals where doctors and nurses with autonomy in patient care show higher job satisfaction and organizational loyalty.

Mastery or the drive to be an expert is another factor in encouraging intrinsic motivation and commitment. According to Deci and Olafsen, a study shows that continuous professional development provided by health facilities through professional training programs and workshops have less turnover rates and highly committed workers. For instance, in private hospitals, providing opportunities for nurses and doctors to develop their clinical skills gives them a sense of achievement, which in turn develops emotional attachment towards the organization.

Relatedness is another intrinsic motivator that influences employee commitment in terms of building a sense of belonging and attachment within the workplace. According to studies conducted by Tremblay and Gagné (2020), collaborative working environments, whereby healthcare workers feel supported through colleagues and management, lead to higher levels of affective commitment. This is something private hospitals can capitalize on: teamwork and good relationships among colleagues enhance the intrinsic motivation and loyalty of employees. Meaningful work is also an important intrinsic motivator that enhances employee commitment. The results of Choi et al. (2019) indicated that employees whose perceptions of meaningful and purposeful work increase tend to manifest higher levels of commitment. This especially happens in healthcare-related institutions because such institutions serve their clients directly and show their impact on the lives of their customers.

Finally, intrinsic motivation may reduce the level of job stress common in the health care industry. As indicated by Kuo et al. (2021), employees who are intrinsically motivated are better able to handle workplace stressors and are hence resilient and attached to the organization. In this regard, a private hospital has all the reasons to develop an enabling environment for intrinsic motivators as that way, the workers would be committed, considering that their tasks are so challenging.

CHAPTER THREE: METHODOLOGY

3.0 Introduction

This section outlines the methodology that was employed to examine the relationship between employee motivation and employee commitment particularly in the private health sector. The methodology includes research design, study area, sources of information, population and sampling techniques, variable definitions and measurement levels, data collection procedures, instruments for data collection, quality control measures, data processing and analysis techniques, ethical considerations, and any methodological constraints encountered.

3.1 Research Design

The research focused on the descriptive correlation research design to investigate the relationship between employee motivation and employee commitment particularly in the private health sector. This design was used because it aims to bring out the relationship that exists between two or more variables without causing any effect. The correlational aspect aided in establishing the degree and direction of relationships among these variables. A descriptive design determines the frequency with which something occurs or the relationship between variables (Bryman & Bell., 2003). Thus, this design was appropriate for this study since the researcher intended to collect detailed information through descriptions and helped identify variables and research question constructs. This method provides descriptions of the variables to answer the study's research questions. The research design serves as a blueprint for the collection, measurement, and analysis of data (Kothari, 2004). It ensures the research problem is addressed systematically. Descriptive correlational research is more rigorous, accurate and seeks to find out who, what, when and how, aspects of the research (Cooper & Schindler, 2006).

Qualitative and Quantitative approaches for data collection were used because they supplement each other. Qualitative methods provided in-depth explanations while the quantitative methods provide information needed to meet required objectives. Quantitative research allows the opportunity for objective measurement of the relationships among variables, thus allowing the testing of hypotheses and drawing data-based conclusions (Creswell, 2014). The researcher selected these approaches due to their ability to ensure minimization of bias and maximization of reliability of evidence collected.

3.2 Study Population

Mugenda and Mugenda (1999), and Sapsford (1999), have it that population is the entire set of individuals' events or objects having observable characteristics about which organization of research findings can be made. The target population for this study consisted of employees working in 5 private hospitals located across the five divisions of Kampala: Kampala Central. These hospitals include both private-for-profit (PFP) and private-not-for-profit (PNFP) healthcare institutions. The population includes a broad range of employees, such as medical staff, administrative personnel, and support staff, whose motivation may be influenced by the provision of work benefits.

3.3 Sample Size

To determine the sample size, the study used Krejcie and Morgan's (1970) sample size determination table. Given that the population of private hospitals in Kampala is 5, the recommended sample size for this study is 5 hospitals. On average, a private hospital employes an estimate of 150 employees (MoH, 2018). For that employee sample, an estimated total of 750 employees across the 5 selected hospitals are considered. Based on Krejcie and Morgan's guidelines for a population of this size, a sample of 254 employees will be selected. (See Appendix ii) This total sample of 254 employees was proportionally allocated to both private-for-profit (PFP) and private-not-for-profit (PNFP) hospitals based on their representation in the sample.

3.4 Sampling Methods

The stratified sampling was used to divide the five hospitals into two strata: private-for-profit and non-profit. Proportional allocation was then used to allocate the sample size between these two categories based on their distribution. The technique of simple random sampling was used in these preselected hospitals to ensure every employee gets an equal chance to be selected, irrespective of his service status or department. A combination like this ensures that the sample is representative, keeping in view the structure in the hospitals, and at the same time handles the issue of selection on just principles.

3.5 Sources of data

Data collection methods refer to techniques used to gather information relevant to the research objectives (Creswell, 2014). The primary source of information for this study was data collected directly from employees of private hospitals in Kampala. This data was obtained through structured questionnaires specifically designed to capture relevant variables related to work benefits and employee motivation. The questionnaire included closed-ended questions to gather quantitative data on the types of motivation received by employees, their levels of motivation, and various demographic factors

Additionally, secondary sources of information were utilized to provide context and support the analysis. These secondary sources included organizational records and reports, such as employee handbooks, benefits packages, and internal reports, which helped us understand the types of work benefits offered and their intended impact. Published literature, including relevant academic journals, books, and articles on employee motivation and work benefits, were consulted to provide a theoretical framework and support the interpretation of findings.

Furthermore, reports from the Uganda Bureau of Statistics, the Ministry of Health, and other relevant governmental and non-governmental organizations will be used to provide background information and contextualize the study within the broader landscape of employee motivation and employee commitment in private hospitals in Kampala.

3.6. Data Collection Instruments

This study used a mixed-methods approach to gather both quantitative and qualitative data. Data was collected through structured questionnaires and key informant interviews.

3.6.1 Questionnaire

A structured 5-point Likert scale questionnaire was used to measure intrinsic motivation, extrinsic motivation, and employee commitment. This method ensures objectivity, precision, and ease of analysis (Kothari, 2003; Saunders et al., 2009).

The questionnaire was self-administered using the drop-and-pick method, with respondents given four days to complete it. Completed forms will be collected from designated hospital reception points.

3.6.2 Key Informant Interviews

Semi-structured interviews were conducted with hospital administrators, HR managers, and senior medical personnel to gather qualitative insights on employee motivation and commitment. These interviews provided deeper context to the quantitative findings.

The qualitative data was analyzed thematically, identifying patterns that enhance the interpretation of survey results. This mixed-methods approach ensures a comprehensive analysis of motivation and employee commitment in Uganda's private hospitals.

3.7 Data Collection Procedure

Data were collected using a mixed-methods approach, combining online surveys and key informant interviews.

3.7.1 Survey Administration

The survey was developed using Kobo Toolbox, ensuring ease of access and usability. It consisted of both closed and open-ended questions to capture employees' perceptions of motivation and commitment at work. The instrument was pre-tested for clarity and relevance before full deployment.

3.7.2 Key Informant Interviews

In addition to the survey, semi-structured interviews were conducted with hospital administrators, HR managers, and senior medical personnel. These interviews explored deeper insights into employee motivation and commitment, complementing the quantitative findings.

Response rates will be monitored continuously, and follow-ups (such as reminder emails or direct communication) were made to ensure a representative sample. Any challenges in data collection is addressed promptly

3.8 Instrument Validity and Reliability

Reliability and validity of the instruments used in this study are paramount in providing the right measures of the relation between employee motivation and employee commitment in private hospitals. Validity refers to how well a test measures what it claims to measure, while reliability refers to the consistency of results (Kothari, 2004). According to Golafshani (2003), ensuring validity and reliability in research instruments is crucial for producing credible findings. Validity and reliability of data collection instruments were ensured as discussed below:

3.8.1 Validity

Content Validity

The content validity was established through a systematic review of the measurement instruments by the researcher, assisted by senior research colleagues and industry experts. This involved discussions on relevance, clarity, and appropriateness of each item in the instruments with respect to the objectives of the study (AERA, APA, & NCME, 2014). The instruments were refined through consultations with knowledgeable peers to ensure that the instruments adequately capture the constructs of interest, namely intrinsic motivation, extrinsic motivation, motivation challenges and employee commitment. In addition, the final instrument was also incorporate the input of a supervisor, who is an expert in the field, in order to enhance the validity of the instrument (Wang et al., 2018). Validity results are presented in Table 3.1 below.

Variable	Initial items	Retained items	CVI
Intrinsic motivation	10	7	0.700
Extrinsic motivation	8	7	0.875
Intrinsic motivation and employee commitment	9	7	0.778
Extrinsic motivation and employee commitment	9	7	0.778
Overall	36	28	0.778

Source: Primary Data, (2025)

Table 1: Validity results

3.8.2 Reliability

The internal consistency for the instruments was measured by the researcher through the Cronbach's alpha coefficient. This is a statistical test which defines the degree of underlying items in each construct, correlates, and gives an indication of their measurement of the same underlying concept. Normally, an estimate of Cronbach's alpha internal consistency is accepted at 0.7 or more (Taber, 2018). For construction

scoring below this threshold, items are reviewed and revised or removed with the aim of enhancing the overall reliability in such constructions. The findings show Cronbach's Alpha of 0.904 which is above the threshold of 0.7. The reliability statistics is indicated in Table 3.2.

Variable	Cronbach's Alpha	N of Items
Intrinsic motivation	.851	7
Extrinsic motivation	.842	7
Intrinsic motivation and employee commitment	.872	7
Extrinsic motivation and employee commitment	.887	7
Overall	.904	28

Source: Primary Data, (2025)

Table 2: Reliability statistics

3.9 Measurement of Variables

Intrinsic Motivation (Independent Variable), The measurement focused on issues regarding Enjoyment, Mastery, Autonomy and Purpose. The subjects answered statements about the management of such attributes by giving their views from a 5-point Likert scale running between strongly agree at 1 and strongly disagree at 5.

Extrinsic Motivation (Independent Variable): The variable here surveyed Financial Rewards, Benefits, Recognition and Job Security. Participant perceptions of effectiveness of these components of Extrinsic Motivation will be captured on a 5-point Likert scale.

Motivation Challenges (Intermediate Variable): Items indicating motivation challenges in terms of Lack of Goals, Lack of feedback and recognition, Lack of autonomy and empowerment and Lack of trust and respect, will be measured with the use of a 5-point Likert scale.

Employee Commitment (Independent Variable): It looks at Job Satisfaction, Loyalty, Retention and Discretionary Effort. Therefore, it involved statements regarding those areas that the respondents answered using a 5 likert scale.

3.10 Data Analysis processing and presentation

Data analysis employed a mixed-methods approach, integrating descriptive statistics, inferential statistical techniques, and qualitative thematic analysis to assess the factors influencing motivation and their relationship with employee commitment in private hospitals in Kampala, Uganda.

3.10.1 Quantitative Data Analysis

Descriptive statistics was used to summarize responses, with measures such as mean, median, and standard deviation providing insights into the central tendencies and variations in intrinsic and extrinsic motivation factors. Frequency distributions illustrated the prevalence of specific responses (e.g., Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree), enabling a clear identification of key motivators. Results were visually presented using Tables for ease of interpretation.

3.10.2 Qualitative Data Analysis

Thematic analysis was used to analyze responses from key informant interviews with hospital administrators, HR managers, and senior medical personnel. Transcribed responses were coded to identify recurring themes related to employee motivation and commitment. Findings were triangulated with quantitative data to provide a comprehensive understanding of the study variables.

By integrating both quantitative and qualitative findings, the study provided data-driven recommendations for enhancing employee motivation and commitment in private hospitals.

3.11 Ethical considerations

In conducting this study, several ethical principles were prioritized to ensure the integrity and well-being of participants.

Confidentiality: All data collected, including survey responses and interview transcripts, were treated with strict confidentiality. Participants' personal information was anonymized to prevent identification, and data was only accessible to the research team.

Informed Consent: Informed consent was obtained from all participants before their involvement in the study. Participants were provided with detailed information about the purpose, procedures, risks, and benefits of the research, and their voluntary participation was explicitly sought.

Anonymity: Participants' identities were kept confidential, and any identifiable information was removed or disguised in research outputs. Pseudonyms were used in reporting findings to ensure anonymity.

Addressing Ethical Challenges

Ethical challenges may arise during the research process, such as concerns regarding privacy or potential harm to participants. To address these challenges, clear protocols and procedures were established to ensure ethical compliance. Any ethical concerns raised by participants were addressed promptly and transparently, with appropriate actions taken to mitigate risks and safeguard participant well-being.

CHAPTER FOUR: ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS.

.0 Introduction

This chapter presents the analysis and interpretation of the data collected for the study on "Motivation and Employee Commitment in Private Hospitals in Kampala, Uganda." The purpose is to present the findings clearly and systematically in relation to the study's objectives. The analysis is divided into two main parts: descriptive statistics and inferential statistics. The descriptive section covers the response rate, demographic profile of respondents, and a detailed analysis of the study variables: intrinsic motivation, extrinsic motivation, and employee commitment. The inferential section employs Pearson Correlation and Regression analysis to examine the relationships between these variables. Data were analyzed using SPSS version 23, and results are presented in tables and figures for clarity, followed by a detailed discussion.

4.1 Response Rate

The study distributed 254 questionnaires to employees of selected private hospitals in Kampala and conducted key informant interviews. The response rate is summarized in Table 3 below.

Data Collection Method	Target Sample	Achieved Sample	Response Rate (%)
Questionnaires	254	156	61.4%
Key Informant Interviews	12	10	83.3%
Total	266	166	62.4%

Table 3: Response Rate (Source: Primary Data (2025))

As shown in Table 3, a total of 156 out of 254 questionnaires were completed and returned, yielding a response rate of 61.4%. Additionally, 10 out of 12 planned interviews were successfully conducted, giving an 83.3% response rate. The overall response rate of 62.4% is considered adequate for data analysis and reporting in social science research (Mugenda & Mugenda, 2003).

4.2 Demographic Characteristics of Respondents

This section describes the background of the respondents, which is crucial for understanding the context of the study findings. The characteristics analyzed include gender, age, education level, period of service, and monthly income.

4.2.1 Gender of Respondents

The gender distribution of the respondents is presented in Table 4

Gender	Frequency	Percentage (%)
Male	66	42.3%
Female	87	55.8%
Missing	3	1.9%
Total	156	100.0%

Table 4: Gender Distribution (Source: Primary Data (2025))

The results indicate that most respondents were female (55.8%), compared to males (42.3%). This suggests that the workforce in the sampled private hospitals in Kampala is predominantly female, which is consistent with the global trend in the healthcare sector, particularly in nursing and support staff roles.

4.2.2 Age Distribution

The age profile of the respondents is shown in Table 5

Age Bracket	Frequency	Percentage (%)
Less than 21	6	3.8%
21 - 25	48	30.8%
26 - 35	66	42.3%
36 - 45	33	21.2%
Missing	3	1.9%
Total	156	100.0%

Table 5: Age Distribution (Source: Primary Data (2025))

Table 4.3 shows that the largest group of respondents (42.3%) fell within the 26-35 years age bracket, followed by the 21-25 years group (30.8%). This indicates that the workforce in these hospitals is relatively young, which may have implications for energy, adaptability, and career growth expectations.

4.2.3 Level of Education

The educational attainment of the respondents is presented in Table 6

Highest Qualification	Frequency	Percentage (%)
Diploma	72	46.2%
Degree	63	40.4%
Postgraduate	12	7.7%
Others (please specify)	6	3.8%
Missing	3	1.9%
Total	156	100.0%

Table 6: Education Level (Source: Primary Data (2025))

Findings indicate that most respondents held a Diploma (46.2%) or a bachelor's degree (40.4%). This suggests a sufficiently educated workforce capable of understanding and responding to the motivational and commitment constructs under investigation.

4.2.4 Period of Service

The length of time respondents had worked in their current hospital is shown in Table 7

Years of Service	Frequency	Percentage (%)
Less than 1 year	39	25.0%
1 - 3 years	60	38.5%
4 - 6 years	24	15.4%
Above 6 years	30	19.2%
Missing	3	1.9%
Total	156	100.0%

Table 7: Period of Service (Source: Primary Data (2025))

Table 4.5 reveals that most respondents (38.5%) had served for 1-3 years, followed by those with less than one year of service (25.0%). This pattern might indicate a relatively high turnover rate or a recent expansion in hire within these private hospitals.

4.2.5 Monthly Income

The monthly salary distribution of the respondents is presented in Table 8

Salary Range (UGX)	Frequency	Percentage (%)
less than 300,000	9	5.8%
300,001 - 500,000	12	7.7%
500,001 - 1,000,000	87	55.8%
1,000,000 and above	27	17.3%
Missing	21	13.5%
Total	156	100.0%

Table 8: Monthly Income (UGX) (Source: Primary Data (2025))

A majority of the respondents (55.8%) earned between UGX 500,001 and 1,000,000 per month. This income level provides context for understanding the respondents' perspectives on extrinsic motivational factors like salary and benefits.

4.3 Descriptive Statistics on Study Variables

This section presents the analysis of the main variables of the study based on the responses gathered through the questionnaires. The means and standard deviations were calculated to understand the central tendency and dispersion of responses.

4.3.1 Intrinsic Motivation Factors

The first objective was to assess the factors influencing intrinsic motivation. Respondents rated various statements on a 5-point Likert scale. The results are summarized in Table 9

Item	N	Min	Max	Mean	Std. Deviation

I am allowed to be independent in the decisions and actions of my job.	156	1.00	5.00	2.6667	.91581
People encourage me and allow me to be involved in most decision-making activities.	156	1.00	5.00	2.4118	1.06274
I am given opportunities to improve my mastery in my profession.	156	1.00	4.00	2.2549	.94035
Resources are available to help me effectively fulfill my responsibilities.	156	1.00	3.00	1.9615	.83384
The hospital supports skill development and learning.	156	1.00	5.00	1.9592	.94273
I feel my work is valuable and makes a difference.	156	1.00	4.00	1.8462	.99128
My role provides opportunities for personal and professional growth.	156	1.00	4.00	1.8431	.79610
Grand Mean				2.1348	.67595

Table 9: Descriptive Statistics for Intrinsic Motivation Factors (Source: Primary Data (2025))

The grand mean of 2.13 (on a scale where 1=Strongly Agree and 5=Strongly Disagree) indicates that, on average, respondents tended to *agree* with the statements regarding the presence of intrinsic motivation factors. This suggests that elements like encouragement, involvement in decision-making, opportunities for mastery, available resources, support for skill development, and a sense of valuable work are present to a satisfactory degree in the private hospitals studied. The lowest mean (1.84) for the item on personal and professional growth opportunities indicates this is a particularly strong aspect.

Qualitative Insight:

A key informant from management supported this, stating: *"In this hospital, management encourages us to work hard, to be creative and innovative. In the same way, when we suggest something, they assess and implement them unless management does not find it relevant. What I can say is that management here values our opinions so much."*

4.3.2 Extrinsic Motivation Factors

The second objective was to identify factors for extrinsic motivation. The results are presented in Table 10

Item	N	Min	Max	Mean	Std. Deviation
The hospital ensures that promotions are fair and transparent.	156	1.00	5.00	2.9216	1.12754
The benefits package, such as insurance and leave policies, meets my needs.	156	1.00	5.00	2.7500	1.24240
My salary is competitive compared to other hospitals.	156	1.00	5.00	2.6667	1.12451
Recognition programs are in place that acknowledge employee contributions.	156	1.00	5.00	2.6538	1.07556
Job security is guaranteed for employees who perform well.	156	1.00	5.00	2.5385	1.17162
The working conditions are conducive to productivity.	156	1.00	5.00	2.4423	.82102
I am provided with the tools and equipment necessary for my work.	156	1.00	3.00	1.9423	.60365
Grand Mean				2.5593	.74901

Table 10: Descriptive Statistics for Extrinsic Motivation Factors (Source: Primary Data (2025))

The grand mean of 2.56 indicates a neutral to slightly agreeable stance from respondents regarding extrinsic motivators. This implies that while these factors are present, there is significant room for improvement. The provision of necessary tools and equipment received the strongest agreement (Mean=1.94), while the fairness and transparency of promotions were viewed least favorably (Mean=2.92).

Qualitative Insight:

A manager's interview highlighted the importance of extrinsic factors: *"Salary increment and bonuses make me motivated because I am able to solve my financial problems when I have money... We also ensure that salary is timely. This has made our staff feel at home."* Another employee noted: *"In this hospital, I consider job security as a key intrinsic motivation factor that is why I do not want to join other hospitals where I am not sure of job security."*

4.3.3 The Relationship between Intrinsic Motivation and Employee Commitment

The third objective was to explore the relationship between intrinsic motivation and employee commitment. The results are shown in Table 11

Item	N	Min	Max	Mean	Std. Deviation
Freedom in choosing tasks supports increased employee loyalty.	156	1.00	4.00	2.2549	.85406
Participation in decision-making enhances emotional attachment to the hospital.	156	1.00	5.00	2.0962	.96906
Adequate resources for mastery enhance employee satisfaction.	156	1.00	4.00	2.0769	.83116
Intrinsic motivation leads to discretionary effort in job performance.	156	1.00	3.00	2.0392	.70831
Employees who feel their work is worthwhile are more likely to be committed.	156	1.00	3.00	2.0000	.78699
Recognition of personal achievements develops long-term commitment.	156	1.00	3.00	1.9615	.78604
Opportunity to gain further skill-building makes workers happier and more retained.	156	1.00	3.00	1.9231	.73211
Grand Mean				2.0503	.61192

Table 11: Relationship between Intrinsic Motivation and Employee Commitment (Source: Primary Data (2025))

With a grand mean of 2.05, respondents agreed that the listed intrinsic motivation factors have a positive relationship with their commitment. The opportunity for skill-building was seen as the strongest driver of commitment (Mean=1.92), while freedom in choosing tasks was seen as the weakest, though still positive, link to loyalty (Mean=2.25).

Qualitative Insight:

This finding was supported by an interviewee who stated: *"For us here, managers organize several training courses which help us know several things that we have never thought of; this kind of aspect has made many of us stay."*

4.3.4 The Relationship between Extrinsic Motivation and Employee Commitment

The fourth objective was to examine the relationship between extrinsic motivation and employee commitment. The results are presented in Table 12

Item	N	Min	Max	Mean	Std. Deviation
Comprehensive benefit packages contribute to the loyalty of the employees.	156	1.00	4.00	1.9808	.84602
Recognition programs reinforce emotional links with the company.	156	1.00	3.00	1.9808	.72264
Competitive salaries minimize employee turnover.	156	1.00	5.00	1.9400	.88886
Availability of tools/equipment contributes to higher commitment.	156	1.00	3.00	1.7500	.83183
Clear promotion policies enhance long-term retention.	156	1.00	3.00	1.6923	.69668
Job security influences employee commitment to a great extent.	156	1.00	3.00	1.6667	.75349
A positive work environment enhances job satisfaction and commitment.	156	1.00	3.00	1.6078	.65486
Grand Mean				1.8026	.59817

Table 12: Relationship between Extrinsic Motivation and Employee Commitment (Source: Primary Data (2025))

The grand mean of 1.80 indicates strong agreement among respondents that extrinsic motivation factors are positively related to their commitment. A positive work environment was perceived as the most critical factor (Mean=1.61), followed closely by job security (Mean=1.67) and clear promotion policies (Mean=1.69).

Qualitative Insight:

An employee emphasized the role of job security: "I can tell you, I am here because I am secure with my job. I see my friends in other hospitals switching to different hospitals within small periods, something that I do not want." A manager added: "In this hospital we ensure that we create a work-friendly environment through improving employee-supervisor relationships so that employees are free with their supervisors."

4.4 Inferential Statistics

Inferential statistics were used to test the strength and significance of the relationships between the variables, moving beyond description to make inferences about the population.

4.4.1 Reliability Test

Before conducting inferential analysis, the reliability of the research instrument was confirmed. Cronbach's Alpha was used, and the results are shown in Table 13

Variable	Cronbach's Alpha	N of Items
Intrinsic motivation	.851	7
Extrinsic motivation	.842	7
Intrinsic motivation and employee commitment	.872	7
Extrinsic motivation and employee commitment	.887	7
Overall	.904	28

Table 13: Reliability Statistics (Source: Primary Data (2025))

All values were well above the accepted threshold of 0.7, indicating a high level of internal consistency and reliability for the scales used in the study.

4.4.2 Pearson Correlation Analysis

Correlation analysis was conducted to determine the strength and direction of the linear relationships between the key variables. The results are presented in Table 14

	1	2	3	4
1. Intrinsic Motivation	1			
2. Extrinsic Motivation	.324**	1		
3. Employee Commitment	.380**	.359**	1	
4. Overall Motivation	.890**	.872**	.387**	1
Sig. (2-tailed)	.000	.000	.000	.000

Table 14: Correlation Matrix (Source: Primary Data (2025))

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

The analysis reveals:

- There is a strong, positive, and statistically significant correlation between Intrinsic Motivation and Employee Commitment ($r = .380$, $p < 0.01$). This means that as intrinsic motivation increases, employee commitment also tends to increase.
- There is a moderate, positive, and statistically significant correlation between Extrinsic Motivation and Employee Commitment ($r = .359$, $p < 0.01$). This indicates that improvements in extrinsic motivators are also associated with higher levels of commitment.
- The strong correlation between the combined Overall Motivation variable and Employee Commitment ($r = .387$, $p < 0.01$) confirms that motivation, in its entirety, is a key driver of commitment.

4.4.3 Regression Analysis

A linear regression analysis was performed to determine the predictive power of intrinsic and extrinsic motivation on employee commitment. The model summary is presented in Table 14, and the coefficients in Table 15

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.615a	.378	.365	.29977

Table 15: Model Summary (Source: Primary Data (2025))

Predictors: (Constant), Extrinsic, Intrinsic Motivation

The model shows that the independent variables (Intrinsic and Extrinsic Motivation) explain 37.8% (R Square = .378) of the variance in the dependent variable (Employee Commitment). This is a substantial proportion, indicating that motivation is a strong predictor of commitment.

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.		
	B	Std. Error	Beta			
1	(Constant)	2.227	.262		8.511	.000
	Intrinsic Motivation	.201	.039	.349	5.156	.000
	Extrinsic Motivation	.212	.045	.322	4.745	.000

Table 16: Coefficients (Source: Primary Data (2025))

a. Dependent Variable: Employee Commitment

The coefficients table confirms that both predictors are statistically significant ($p < 0.001$).

- Intrinsic Motivation ($\beta = .349$, $p = .000$) has a slightly stronger unique contribution to predicting Employee Commitment than Extrinsic Motivation.
- Extrinsic Motivation ($\beta = .322$, $p = .000$) also makes a significant and strong unique contribution.

The regression equation can be stated as:

$$*\text{Employee Commitment} = 2.227 + .201(\text{Intrinsic Motivation}) + .212(\text{Extrinsic Motivation})$$

4.5 Discussion of Findings

The findings provide clear answers to the research questions and objectives. Both intrinsic and extrinsic motivation factors were found to be present in the private hospitals, with intrinsic factors being slightly more pronounced. The results strongly support the hypotheses that both types of motivation have a significant positive relationship with employee commitment. The regression analysis confirms that together, they are powerful predictors of commitment, accounting for 37.8% of its variance.

These findings align with established theories. The positive role of intrinsic motivators like autonomy, mastery, and purpose supports Deci and Ryan's (2000) Self-Determination Theory. The significant impact of extrinsic factors like salary, job security, and working conditions resonates with Herzberg's (1959) Two-Factor Theory, where these are crucial hygiene factors that prevent dissatisfaction. The strong correlation between motivation and commitment is explained by the Social Exchange Theory (Blau, 1964); employees who feel motivated (receiving a benefit) reciprocate with greater commitment (loyalty and effort).

The qualitative data from interviews enriched these findings, providing real-world context. Employees and

managers consistently highlighted job security, a positive work environment, competitive salary, and opportunities for training and involvement as critical to their motivation and decision to remain committed to their organizations.

4.6 Chapter Summary

This chapter presented the analysis of data collected from 156 employees and 10 key informants across private hospitals in Kampala. The demographic profile revealed a young, predominantly female, and educated workforce. Descriptive statistics showed that both intrinsic and extrinsic motivators are present and are perceived to strongly influence employee commitment. Inferential statistics, through correlation and regression analysis, provided robust empirical evidence that both intrinsic and extrinsic motivation are significant predictors of employee commitment. The next chapter will provide a conclusion, recommendations, and suggest areas for further research based on these findings.

CHAPTER FIVE INTERPRETATION AND DISCUSSION OF FINDINGS

5.0 Introduction

This chapter provides a detailed discussion and interpretation of the findings presented in Chapter Four. The discussion is structured around the study's independent variables—**Intrinsic Motivation** and **Extrinsic Motivation**—and their influence on the dependent variable, **Employee Commitment**. These findings are interpreted in relation to the study's objectives, the underlying theoretical framework (Self-Determination Theory, Herzberg's Two-Factor Theory, and Social Exchange Theory), and recent scholarly studies. The aim is to contextualize the results within the existing body of knowledge and derive meaningful implications for private hospitals in Kampala, Uganda.

5.1 Demographic Characteristics

The demographic profile of respondents provides essential context for understanding the study's findings, as individual characteristics can influence perceptions of motivation and commitment.

5.1.1 Gender of the Respondents

The finding that 55.8% of respondents were female suggests a workforce composition in the studied private hospitals that is predominantly female. This aligns with the global and regional trend in the healthcare sector, where roles such as nursing, midwifery, and support staff are often female dominated (WHO, 2021). This gender distribution is significant as it may influence the types of motivational factors that are most valued; for instance, some studies suggest that interpersonal relationships and a supportive work environment can be particularly strong motivators in female-dominated care professions (Blaauw et al., 2013). While gender itself may not be a direct variable in this study, it underscores the need for management policies to be gender-sensitive and inclusive to effectively foster commitment across the entire workforce.

5.1.2 Age of Respondents

The data revealed that the largest cohort of respondents (42.3%) was within the 26-35 years age bracket, followed by the 21-25 years group (30.8%). This indicates a relatively young workforce. A younger demographic is often associated with greater openness to change, a stronger desire for professional growth and skill development, and higher career mobility (Wamala et al., 2020). This has direct implications for motivation and commitment: this age group is likely highly motivated by intrinsic factors like mastery and opportunities for advancement but may also exhibit lower continuance commitment if extrinsic factors like salary and benefits are not competitive. Hospitals must, therefore, design [Removed] strategies that cater to

the career aspirations of this young workforce to mitigate high turnover rates.

5.1.3 Level of Education

The educational profile, showing that 46.2% of respondents held a Diploma and 40.4% held a bachelor's degree, indicates a sufficiently educated workforce. This level of education is crucial for comprehending and engaging with the complexities of modern healthcare delivery and organizational policies. An educated workforce is better positioned to appreciate the value of both intrinsic (e.g., autonomy, purpose) and extrinsic (e.g., structured benefits, clear policies) motivational factors (Ryan & Deci, 2020). Furthermore, their educational background suggests a capacity for critical thinking and a desire for workplaces that offer opportunities for continuous learning and application of knowledge, which are key drivers of affective commitment.

5.1.4 Period of Service

The distribution of years of service shows that a significant portion of employees (38.5%) had been with their hospital for 1-3 years, and another 25.0% for less than a year. This pattern potentially indicates a high turnover rate or a recent period of significant hiring. Employees with shorter tenures may still be developing their affective commitment to the organization and are likely to be highly influenced by the onboarding experience, initial support received, and the clarity of career pathways (Meyer & Allen, 1991). This finding highlights a critical window for intervention; private hospitals must strengthen their induction and early-career support systems to convert new hires into committed, long-term employees.

5.1.5 Monthly Income

The majority of respondents (55.8%) earned between UGX 500,001 and 1,000,000 per month. This income level provides context for evaluating responses on extrinsic motivation. While this may be a loveable wage in Kampala, healthcare professionals often compare their compensation to counterparts in public hospitals or overseas opportunities (Mukasa et al., 2022). The perceived fairness and competitiveness of this salary band are therefore critical. If employees feel undercompensated (a hygiene factor), it can lead to significant dissatisfaction and high continuance commitment, where employees stay only because they lack alternatives, not out of loyalty.

5.2 Discussion of Correlation Analysis

The Pearson Correlation analysis was conducted to examine the strength and direction of the relationships between the key variables.

5.2.1 Relationship between Intrinsic Motivation and Employee Commitment

The analysis revealed a positive and statistically significant correlation between Intrinsic Motivation and Employee Commitment ($r = .380^{**}$, $p < 0.01$). This indicates that as employees' intrinsic motivation—driven by factors like autonomy, mastery, purpose, and recognition—increases, their level of commitment to the organization also increases. This finding strongly supports Self-Determination Theory (Deci & Ryan, 2000), which posits that fulfilling innate psychological needs for autonomy, competence, and relatedness fosters high-quality motivation and engagement. For example, when nurses feel their work is valuable and are given opportunities for professional growth (as reflected in the high agreement in descriptive results), they develop a stronger emotional attachment (affective commitment) to the hospital. This aligns with the study by Wang et al. (2021), which found that healthcare workers driven by a sense of purpose reported higher levels of job satisfaction and organizational loyalty.

5.2.2 Relationship between Extrinsic Motivation and Employee Commitment

The results also showed a positive and statistically significant correlation between Extrinsic Motivation and Employee Commitment ($r = .359^{**}$, $p < 0.01$). This suggests that external factors such as competitive salary, job security, benefits, and positive working conditions are instrumental in fostering employee commitment. This finding resonates with Herzberg's Two-Factor Theory (1959), where these extrinsic elements are termed "hygiene factors." Their presence may not necessarily lead to high motivation in isolation, but their absence can cause significant dissatisfaction and erode commitment. The correlation confirms that in the context of Ugandan private hospitals, ensuring fair compensation, job security, and adequate tools is fundamental to preventing dissatisfaction and forming a foundation upon which intrinsic motivation can thrive. This is supported by Gupta and Shaw (2014), who emphasized that financial rewards and job security are strong drivers of continuance commitment.

5.2.3 The Combined Effect of Motivation

The significant correlation between the combined Overall Motivation variable and Employee Commitment ($r = .387^{**}$, $p < 0.01$) is the strongest relationship observed. This underscores the complementary and synergistic roles of both intrinsic and extrinsic motivators. It suggests that the most effective strategy for enhancing employee commitment is not to focus on one type of motivation over the other, but to develop a holistic approach that addresses both the psychological needs and the material requirements of employees. This integrated view is supported by the Social Exchange Theory (Blau, 1964); when employees perceive that their organization invests in them both emotionally (through empowerment and recognition) and materially (through fair compensation and security), they reciprocate with greater loyalty, discretionary effort, and commitment.

5.3 Discussion of Regression Analysis

The regression analysis was conducted to determine the predictive power of the independent variables on employee commitment.

The model summary revealed that Intrinsic and Extrinsic Motivation together explained **37.8%** (R Square = .378) of the variance in Employee Commitment. This is a substantial proportion, indicating that motivation is a powerful and significant predictor of commitment within private hospitals in Kampala. The coefficients table showed that both variables made statistically significant unique contributions ($p < 0.001$).

- **Intrinsic Motivation** ($\beta = .349$) had a slightly stronger unique contribution than Extrinsic Motivation. This implies that initiatives aimed at enhancing job meaningfulness, granting autonomy, and providing growth opportunities have a marginally higher impact on boosting commitment.
- **Extrinsic Motivation** ($\beta = .322$) also made a very strong and significant unique contribution. This confirms that improving salary structures, ensuring job security, and providing necessary tools are not merely baseline requirements but are active and powerful drivers of employee commitment.

These results are consistent with contemporary research. For instance, a study by Gagné et al. (2015) found that a blend of intrinsic and extrinsic rewards was most effective in sustaining long-term employee engagement in service sectors. Similarly, in a healthcare context, Mensah (2021) concluded that while job security (extrinsic) provides stability, a sense of purpose (intrinsic) is what ultimately binds employees to an organization emotionally.

The regression model affirms that for private hospitals in Kampala, a dual-focused strategy is essential. Prioritizing digital tools for efficiency (e.g., freeing up staff from mundane tasks to focus on patient care) alone is insufficient. It must be coupled with competitive remuneration and a conscious effort to create a culture of recognition, involvement, and professional development to achieve a committed and stable workforce.

5.4 Chapter Summary

This chapter has discussed the key findings of the study, interpreting them within the framework of existing literature and theories. The demographic analysis painted a picture of a young, educated, predominantly female workforce with relatively short tenures, highlighting specific challenges and opportunities for management. The correlation and regression analyses provided robust empirical evidence that both intrinsic and extrinsic motivation are significant, positive predictors of employee commitment. The most critical

insight is that these factors are not mutually exclusive but are synergistic. The following chapter presents the study's conclusion, recommendations for policy and practice, and suggests areas for future research based on these discussions.

5.5 Conclusion

The aim of the study is to assess the relationship between motivation and employee commitment in private hospitals in Kampala, Uganda. Encouragement staff to work, involving staff in decision-making activities, giving staff opportunities to improve their mastery in their profession and provision of opportunities for personal and professional growth, available resources, provision of support in skill development and learning and staff work being valuable are key factors of intrinsic motivation. On the other hand, competitive staff salary, having recognition programs in place that acknowledge employee contributions, guaranteeing job security for employees who perform well, creating conducive working conditions and providing employees with the tools and equipment necessary for their work are key factors for extrinsic motivation. It is also noted that intrinsic motivation factors such as participation in decision-making, availability of adequate resources for mastery, making employees feel that their work is worthwhile, recognizing personal achievements and giving employees opportunity to gain further skill-building is vital in enhancing employee commitment. Lastly, extrinsic factors such as comprehensive benefit packages, recognition programs, competitive salaries and having promotion policies and job security and positive work environment influence the commitment of employees to a great extent. It is therefore concluded that both extrinsic and intrinsic motivation factors enhance employee commitment in an organization particularly in private hospitals.

6.0 Recommendations

Managers in private hospitals should endeavor to offer competitive salaries to staff, create an attractive work environment, recognize outstanding performers, involve employees in decision making and give them liberty to attain further studies. These aspects would enhance employee commitment.

Private hospitals should develop and implement policies, especially reward policy so as to enable managers to value employee rewards which would enhance employee commitment.

The government of Uganda through ministry of health should regulate reward systems of all private hospitals in Kampala so that workers can be rewarded effectively. This will basically enhance employee commitment.

6.1 Limitations of the study and areas of further research

The study was limited to a small geographical scope which was basically Kampala. This affected the generalization of results. Further research should cover all regions in Uganda

The study was limited to a descriptive correlation research design. Further studies should consider including inferential statistics to examine the causal effect of the predictor variables.

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APPENDICES

APPENDIX I: QUESTIONNAIRE

Dear Respondent,

I am Asiimwe Jesca a student at Uganda Christian University undertaking a master's degree in human resource management. It is a requirement that a student writes a research project in the field of study. For that purpose, I request you to spare your time to fill this questionnaire that is intended to find out, "Motivation and employees' commitment in private hospitals in Kampala, Uganda.". Please assist by filling in this questionnaire, thanks in advance for your support.

You are kindly requested to fill in the blank spaces at the end of each question or statement or simply put a tick where appropriate.

SECTION A: BACKGROUND INFORMATION OF WORKERS

(Tick the right option or fill in the right answer in the spaces provided)

1. Gender

- a) Male []
- b) Female []

2. Age (Years)

- a) < 21 []
- b) 21 – 25 [] c) 26
– 35 [] d) 36 – 45
[]
- e) 46 and above []

3. Education level a)

- Diploma [] b)
- Degree []

c) Postgraduate []

d) Other (please specify) _____

4. How long have you been employed in the Hospital a) Less

than 1 year []

b) 1– 3 years []

c) 4-6 years []

d) Above 6 years []

5. Monthly Income/Salary a)

< 300,000 []

b) 300,001 – 500,000 []

c) 500,001 – 1,000,000 []

d) 1,000,000 []

MOTIVATION AND EMPLOYEE COMMITMENT IN PRIVATE HOSPITALS IN KAMPALA, UGANDA

Set 1: Factors for Intrinsic Motivation of Employees in Private Hospitals

Please indicate the extent to which you agree or disagree with each of the following statements regarding intrinsic motivation in your role at the hospital. Use the scale provided below:

- **SA** = Strongly Agree, **A** = Agree, **N** = Neutral, **D** = Disagree, **SD** = Strongly Disagree

Statement	SA	A	N	D	SD
My role provides opportunities for personal and professional growth.					
The hospital supports skill development and learning.					

Statement	SA	A	N	D	SD
I am allowed to be independent in the decisions and actions of my job.					
I feel my work is valuable and makes a difference.					
People encourage me and allow me to be involved in most decision-making activities.					
Resources are available to help me effectively fulfill my responsibilities.					
I am given opportunities to improve my mastery in my profession.					

Table 17: Factors for Intrinsic Motivation of Employees in Private Hospitals

Set 2: Factors for Extrinsic Motivation of Employees in Private Hospitals

Please indicate the extent to which you agree or disagree with each of the following statements regarding extrinsic motivation factors in your role at the hospital. Use the scale provided below:

- **SD** = Strongly Disagree, **D** = Disagree, **N** = Neutral, **A** = Agree, **SA** = Strongly Agree

Statement	SA	A	N	D	SD
My salary is competitive compared to other hospitals.					
The benefits package, such as insurance and leave policies, meets my needs.					
Recognition programs are in place that acknowledge employee contributions.					
The hospital ensures that promotions are fair and transparent.					
The working conditions are conducive to productivity.					
I am provided with the tools and equipment necessary for my work.					
Job security is guaranteed for employees who perform well.					

Table 18: Factors for Extrinsic Motivation of Employees in Private Hospitals

Set 3: Relationship between Intrinsic Motivation and Employee Commitment in Private Hospitals

Please indicate the extent to which you agree or disagree with each of the following statements regarding the relationship between intrinsic motivation factors and your commitment to the hospital. Use the scale provided below:

- **SD** = Strongly Disagree, **D** = Disagree, **N** = Neutral, **A** = Agree, **SA** = Strongly Agree

Statement	SA	A	N	D	SD
Those employees who feel their work is worthwhile are more likely to be more committed.					
The opportunity to gain further skill-building makes workers happier and more retained.					
Freedom in choosing tasks supports increased employee loyalty.					
Recognition of personal achievements develops long-term commitment.					
Adequate resources for mastery enhance employee satisfaction.					
Participation in decision-making enhances emotional attachment to the hospital.					
Intrinsic motivation leads to discretionary effort in job performance.					

Table 19: Relationship between Intrinsic Motivation and Employee Commitment in Private Hospitals

Set 4: Relationship between Extrinsic Motivation and Employee Commitment in Private Hospitals

Please indicate the extent to which you agree or disagree with each of the following statements regarding the relationship between extrinsic motivation factors and your commitment to the hospital. Use the scale provided below:

- **SD** = Strongly Disagree, **D** = Disagree, **N** = Neutral, **A** = Agree, **SA** = Strongly Agree

Statement	SA	A	N	D	SD
Competitive salaries minimize employee turnover.					

Statement	SA	A	N	D	SD
Comprehensive benefit packages contribute to the loyalty of the employees.					
Promotion policies that are clearly stated enhance the long-term retention of the workforce.					
Recognition programs reinforce emotional links with the company.					
A positive work environment enhances job satisfaction and commitment.					
The availability of appropriate tools and equipment contributes to the higher commitment of employees.					
Job security influences the commitment of employees to a great extent.					

Table 20: Relationship between Extrinsic Motivation and Employee Commitment in Private Hospitals

Thank you for participating!

APPENDIX II: KEY INFORMANT INTERVIEW GUIDE

Introduction

Introduce yourself and briefly explain the purpose of the interview.

Assure confidentiality and anonymity of responses.

Seek informed consent to record the conversation (if applicable).

Section 1: Background Information

Can you briefly describe your role and responsibilities in this hospital?

How long have you worked in this hospital and in the healthcare sector in general?

Section 2: Employee Motivation

- a) In your experience, what are the most significant intrinsic motivation factors influencing employees in this hospital? (e.g., enjoyment of work, autonomy, purpose, mastery)
- b) How do these intrinsic motivators impact employee performance and job satisfaction?
- c) What extrinsic motivation factors (e.g., financial rewards, benefits, recognition, job security) are most valued by employees?
- d) How does the hospital structure its financial and non-financial incentives to motivate employees?
- e) Are there any challenges in implementing motivation strategies? If so, what are they?

Section 3: Employee Commitment

- a) How would you describe the level of commitment among employees in this hospital?
- b) What factors contribute to affective commitment (emotional attachment to the hospital)?
- c) To what extent do continuance commitment factors (fear of losing benefits, lack of alternative job opportunities) influence employee retention?
- d) How does the hospital foster normative commitment (sense of obligation to stay)?
- e) Have you noticed differences in commitment levels across different job categories (e.g., doctors, nurses, administrative staff)?

Section 4: Relationship Between Motivation and Commitment

- a) In what ways do you think intrinsic and extrinsic motivation factors affect employee commitment?
- b) Have you observed cases where low motivation led to reduced commitment or turnover?
- c) What strategies do you believe can enhance both motivation and commitment in this hospital?

Section 5: Recommendations

- a) What policies or programs do you think should be introduced to improve employee motivation and commitment?
- b) How can hospital management better support employees in their professional growth and job satisfaction?
- c) Any additional comments or insights you would like to share regarding employee motivation and commitment?

Conclusion

Thank the respondent for their valuable input.

Reassure them that their insights will contribute to improving workplace motivation and commitment.

Ask if they are open to further follow-up if necessary.

APPENDIX II: MORGAN TABLE FOR DETERMINING SAMPLE SIZE

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Note.—*N* is population size. *S* is sample size.

Source: Krejcie & Morgan, 1970

Table 21: Morgan Table for determining sample size