

EVALUATION OF INTRINSIC AND EXTRINSIC MOTIVATION OF STAFF: A CASE OF SCRIPTURE UNION

IMACULATE KYAKWITA

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UNIVERSITY

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DECLARATION

I, KYAKWITA IMACULATE, hereby declare that this research project entitled, “Evaluation of Intrinsic and Extrinsic motivation of staff: A Case of Scripture Union, Uganda” is truly my original work and has never been submitted to any other University or Institution for any award of degree or any other qualification.

Signature:




KYAKWITA IMACULATE

Date:

_____ 3rd/April/2025 _____

APPROVAL

I certify that this research project entitled, “Evaluation of Intrinsic and Extrinsic motivation of staff: A Case of Scripture Union, Uganda” has been under my supervision and is now ready for submission to the School of Business of Uganda Christian University.

Signature: 

Date: 3rd /April /2025

MR. JOSEPH ODONGO (SUPERVISOR)

DEDICATION

I would like to dedicate this research project to my parents, Mrs. Kyakwita Wenene Josephine and Mr. and Mrs. Ann and Richard Jawino for their endless support and prayers in every walk of life.

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ACRONYMS AND ABBREVIATIONS

CVI	Content Validity Index
IV	Independent Variable
FGD	Focus Group Discussions
MGLSD	Minister of Gender Labour and Social Development
NGO	Non-Governmental Organization
SPSS	Statistical Package for Social Scientists
UCU	Uganda Christian University
UCUREC	Uganda Christian University Ethical Research Committee

ABSTRACT

The study aimed at evaluating the intrinsic and extrinsic motivation of staff of Scripture Union. It was specifically conducted at Scripture Union Uganda. The study objectives included; to evaluate SU's intrinsic motivation package of staff, to evaluate SU's extrinsic motivation package of staff, and to find out the challenges SU faces in motivating its staff. The study employed a cross-sectional survey design, where triangulation approach was used. The sample comprised of national council board members, senior management staff, junior staff team, and support staff (volunteers), equivalent to fifty-six. These were purposively and simple randomly selected. Data was collected using questionnaires, interviews and focus group discussions. The study was analyzed qualitatively. The study findings revealed that SU's intrinsic motivation package has a significant effect on her staff. The study also revealed that SU's extrinsic motivation package has a significant effect on her staff. The study finally revealed that SU experiences several challenges in motivating her staff mainly: financial constraints, lack of motivation policy and HR department. Basing on the above findings, motivation plays a major role in the organizational performance, staff wellbeing and the general development of the organization. The study finally recommends that SU's staff should be paid extra fee to meet their basic needs, trainings and upgrading should be given a priority for the efficiency of the ministry.

CHAPTER ONE

1.0 Introduction

The study focuses on evaluating the intrinsic and extrinsic motivation of staff in Christian organizations in Uganda with a reference to Scripture Union, Uganda. The study presents the background to the study, the problem statement, objectives to the study, research questions, scope of the study, the justification of the study, and significance to the study, as well as conceptual framework.

1.1 Background

The organizational success does not base on the technology they have but the kind of people they employ who use their talents, skills and energies to achieve the organizational goals (Hidayat, 2020).

Motivation is seen as the power in employees who can initiate and guide behavior. Motivation has two types which include intrinsic and extrinsic. According to (Siagan, 2022), extrinsic motivation is the driving force, reason or impulse in humans that causes humans to behave and respond to needs of the work place. Yet, Ryan and Deci (2020) define intrinsic motivation as doing an activity for its inherent satisfaction rather than for some separable consequences or outcome.

From time immemorial, the world has experienced evolutions in motivation. Motivation is as old as mankind and dates back to the dark ages when labour was rewarded with material things (Okeny, 2021). With the introduction of money as a medium of exchange in European countries, individual performance was paid in terms of gold coins. The notion of motivating staff for a job well done has existed since 19th century; this was the period when piece-work system was first implemented (Nampa, 2022). Organizations have acknowledged several motivation strategies as a way for better performance of staff (Kaweesa, 2022). The employees

who are motivated for participating on the team become more creative as they want to display their talents and bring their ideas on board. One thing that gives them satisfaction is having their talents appreciated (Amabile et al. 2023). Creativity as said by Scott and Bruce (2014) that is the process of ideas exploration, generation, championing and implementation.

Subsequently, in every workplace, the employees come to organizations with their talents that need to be utilized, ideas that need to be developed and promoted and desire to work with others (Nkata 2023). One new move to create an atmosphere and a working climate conducive for staff is for organizations to use both intrinsic and extrinsic rewards especially recognition, supervision, teamwork and collaboration to motivate its employees (Janssen and Giebels, 2023). For example, according to Babirye (2021), citing Section 3 of the United Nations Universal Declarations on Human Rights (1948), every individual who works, has the right to just and favorable motivation which satisfies the worth of existence, social protection and human dignity. For every organization to achieve its goal of successful manpower development, it requires that individual is given adequate motivation (Kaweesa, 2022).

In Africa, work was done communally by slaves or people and motivated differently. Afterwards, people adopted the system of motivation as intrinsic and extrinsic motivation factors (Mona, 2019). In the context of scripture union, staff motivation is essential for the growth and sustainability of the service delivery. Motivation influence both effective performance and job satisfaction among staff (Nzowa, 2020). A study done in Ghana indicated that when staff are motivated, their performance automatically rise towards high level. Since every employee has a talent and desire in the inside, the power to be creative and innovative depends on the level of intrinsic motivation since this cultivates what has been hidden in the inside of the employee (Saether, 2019). However, every employee has needs to be met which

drive the employer to cut a balance between the extrinsic and intrinsic motivation. Many organizations still struggle with low pay, work life balance, poor employee engagement and limited career growth (Wang et al. 2018).

In Uganda, despite the different motivation packages that organizations labor to give their staff, the needs of the employees are satisfied differently. Uganda government has put labor laws to help organizations motivate their workers, there has been a short coming in the implementations of the laws they struggle to manage under-performance of the staff, give benefit packages to their staff as stipulated in the Employment Act (2006). Failure by organizations to pay medical bills of their staff who have fallen sick while on duty as stipulated in the Occupational Health (2005). While across Uganda, Odukah (2016) said that employee motivation remains the understudied issue among Ugandan unions, yet Mona (2019) continued to say that allowances, medical insurance and trainings as well affected the wellbeing of the staff in the organizations.

Subsequently, organizations recognize the importance of working with motivated employees however the big struggle remains in how to draw a balance in prioritizing motivation over other organizational needs due to limited resources. Many NGOs still struggle to have motivated employees despite their desire to have the organizations progress. (Nakacwa, 2021). Scripture Union Uganda, one of the Christian organizations in Uganda, faces like matters of motivation of staff just like other organizations as they do their best to have effective employee teams. According to the MGLSD (2022) report, low salaries and absence of organization staff incentives affect their commitment to the job; and in turn the quality-of-service delivery. Clearly, absenteeism among employees in Ugandan organizations is high as 26% with most professionals opting to find alternative employment to supplement their income, courtesy of

low staff remuneration. The overall success of organizations depends on how well the staff have been motivated which keeps them attaining high goals which is directly related to the level of motivation they have within the organization (Atwebembeire et al. 2018).

Conversely, another study by Nkumbo (2022) analyzed job satisfaction and motivation of organization staff in Acholi region and found out that staffs who were motivated through extrinsic motivation such as performance appraisal, overtime, supervision and several forms of rewards were more committed at their work. Employee demotivation directly affects the efficiency and productivity decrease at working with beneficiaries causing a decrease even in the social development (Kawemba, 2020). Even when organizations labor to train their staff on both on job and off job trainings, like Scripture Union sending her staff to other countries for trainings like Malasia as said by the chairman board Scripture Union Uganda (Annual General Meeting Report 2023), the human capital remains wanting as many matters arise around motivation, hence justifying the need to carry out this research.

It is interesting to note that the attaining of SU's organization goals can be influenced by a combination of factors, of which motivation plays a vital part (Okeny, 2023). The motivation of SU's staff is influenced by intrinsic and extrinsic motivation factors (Nakacwa, 2021). This is due to the fact that employees' salary still remains low (Ssali, 2021; Nimurugi, 2020 & Nabulya, 2018). Yet, empirical studies into the motivation policy in Uganda and Scripture Union, Uganda in particular remain scanty. All the above issues have propelled the researcher to conduct a study in order to evaluate how motivation influences the staff in Scripture Union, Uganda.

1.2 Statement of the Problem

Scripture Union Uganda and development partners have committed resources towards financially supporting their motivation plan of staff (Ssali, 2021). Motivation has the intrinsic factor which can be seen as staff portray a high response in various ways like high engagement, increased creativity and improved performance (Nimurugi, 2020). And extrinsic motivation which stems from external rewards which can significantly affect the staff to achieve goals, (Nkata, 2023).

Subsequently, Scripture Union Uganda has created systems to maintain her employees like internal recruitments where staff have been recruited from volunteers and junior staff grow to senior management team with time, continuous professional development, transport refunds, appraisals, medical allowance and payment of salaries on time (Nkata, 2023). Free regional visits and training resources like manuals and computers availed to all staff (Scripture Union strategic plan, 2021 to 2025); however, over time there has been question on her systematic motivation packages as many employees wonder what is the basis for rewarding people. Some of the employees have asked the following questions which have left them in awe without the answer: “What is the training procedure for both the newly recruited and promoted staff, why can’t the organization offer them medical insurance cards, increase their salaries as the rate of inflation increases the cost of living, the cause of staff burn out which is seen from their reducing zeal towards programs and low innovation, the team spirit lowering as regions tend to do their solo programs without much regional staff intervention in idea development for bigger activities, and why performance not being recognized and the inconsistency in programs like staff appraisal and feedback”.

The unpredictable and irregular packages given to staff in Scripture Union Uganda is reaching enormous proportions, and the situation is alarming in some subjects. Staff in Scripture Union

Uganda like in other organizations complain of unsatisfactory and poor motivation (Kaweesa, 2022). Employees fail to make proper planning of their time, tasks are often not performed according to levels of priority, lessons and events are ill-scheduled, and at times employees procrastinate on events. All these might have negative impact on the employees' job completion (Nkata, 2023).

In the light of the above, One wonders why the staff of scripture Union Uganda have persistently remained demotivated despite presence of Organizational motivation packages availed and plan. The researcher would like to find out what can Scripture union do to scale up the packages given as motivated staff help achieve its Mission and Vision. These questions can only be answered by undertaking this study with intent of evaluating the intrinsic and extrinsic motivation packages of staff of Scripture Union.

1.3.0 Objectives of the Study

1.3.1 General Objective

The general objective of the study was to evaluate the instinct and extrinsic motivation package of staff of Scripture Union.

1.3.2 Specific Objectives

The research aimed at achieving the following specific objectives hereunder:

- i. To evaluate the SU's intrinsic motivation package of Staff.
- ii. To evaluate the SU's extrinsic package of staff.
- iii. To find out the challenges SU faces in motivating staff.

1.4 Research Questions

The study was guided by the following research questions:

- i. What is the effect of Scripture Union intrinsic motivation package of staff?
- ii. What is the effect of Scripture Union extrinsic motivation package of staff?
- iii. What are the challenges that Scripture union face in motivating their staff?

1.5 Scope of the Study

In this section the researcher dealt with the content scope, geographical scope, and time scope of the study as discussed hereunder:

1.5.1 Geographical Scope

The study was confined to Scripture Union Uganda. The regions included Southern with office in Masaka, South-West based in Mbarara, Mid-West based in Hoima, Rwenzori region based in Fort-Portal, North West based in Arua, Northern based in Lira, Eastern based in Mbale. Busoga based in Jinja and Central based in Kampala. This particular area of the study was chosen purposely because Scripture Union Uganda have experienced declining and sometimes fluctuating institutional and motivation challenges as indicated by Scripture Union Strategic Plan (2021 to 2025).

1.5.2 Content Scope

The study concentrated on literature, information, articles and data concerning motivation packages. Specifically, the study put much emphasis on evaluating SU's intrinsic motivation package of staff, evaluating SU's extrinsic motivation package of staff, and finding out the challenges SU faces in motivating its staff. In this study, motivation packages were considered as independent variable.

1.5.3 Time Scope

The researcher analyzed data on SU's motivation packages and its effect on staff for the period of 2016 - 2024, the time when the SU's motivation is said to have seriously and worryingly gone down with several challenges such as, reduction in funding and pandemic outbreak (Covid-19). Scripture union runs a five-year strategic plan, this period of time has been chosen to assess the packages given to staff in two strategic plans where one ended by 2020 and a new one started in 2021 which will reveal the extent to which the employees perform towards the strategic plan. This specific period of time was also considered convenient to provide adequate information which helped in making a robust assessment about the issue in question. Secondly, the study lasted for several months (from January to September 2024) to enable the researcher accomplish other education requirements.

1.6 Justification of the Study

A good number of studies on motivation have been carried out (Lerner and Henke, 2018; Odukah, 2016; Mona, 2019; Ballou, 2021). These studies were carried out in different geographical settings and not in Scripture Union, Uganda. The packages of staff motivation is very crucial and SU's staff that perform to their expectations always post good results. Understanding the SU's motivation packages and what motivates staff in Scripture Union, Uganda is very crucial because the strategies can be useful and good lessons for other unions in Uganda.

In a nutshell, if the issue of motivation packages of staff in Scripture Union, Uganda is not treated with the seriousness it deserves, then SU's desire to have quality provision of services shall become far from a reality. The need to evaluate intrinsic and extrinsic motivation packages of staff is the reason for this study.

1.7 Significance of the Study

Motivation of staff is an important tool in enhancing their wellbeing. Motivation takes two main forms, the intrinsic and extrinsic motivation. This study may be very significant to a wide range of stake holders as it shall enhance their understanding and application of motivation packages. Therefore, the result of the study is expected to be of value to the following stakeholders and individuals at policy and practical levels:

Policy makers: The research findings may act as a benchmark to government and policy makers in the NGO fraternity. The NGO forums is expected to be able to access the data about the intrinsic and extrinsic motivation packages in organizations. The policy makers may get insight on motivating staff, its impact and the challenges that could result from a demotivated staff. This shall be achieved from the research conclusion and recommendations as this may give reference to the identified gap.

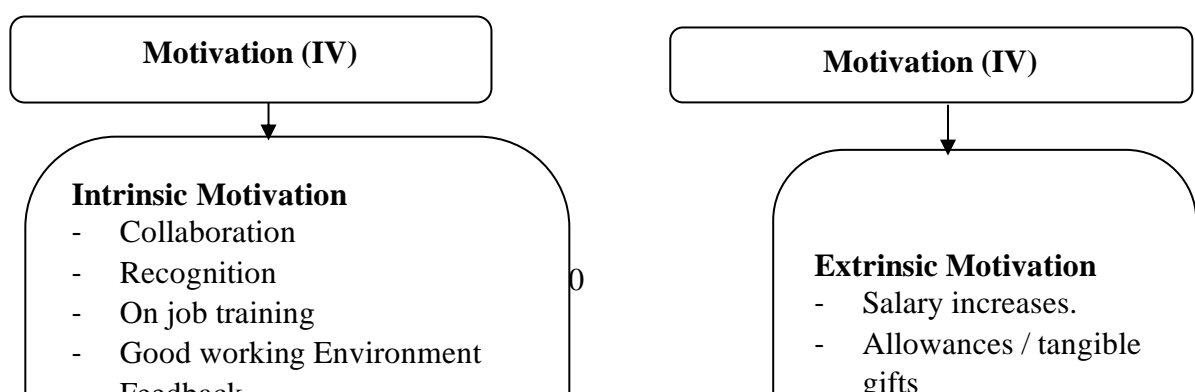
Organizational directors: The findings shall help the organizational leaders understand the impact of motivation to the employees so that they can make strategies and organizational policies that help on improving the staff well being. The research may bring forth recommendation on how the organizational directors can improve on staff motivation. To this end, it is expected to contribute to the power house of knowledge and contribute to further research based on the major findings and recommendations.

Employees: The study may show the existing theories on motivation. The information gathered shall help employees have better ways to express themselves, develop their talents and achieve high organizational targets as they shall be able to reorganize the efforts of the organizational leaders.

This study shall be used to improve the welfare of the staff of Scripture union Uganda as they shall be motivated through met needs. The study shall also be used to help new staff in the ministry to perform better. The results for the study in terms of findings and recommendations shall contribute to the improvement of packages of motivation given to staff not only in Scripture Union Uganda but in similar and other organizations across the country that have like challenges with the staff as the study shall answer the questions in line with the training procedures, medical insurance for the staff, team work and innovation of the staff, staff welfare, feedback and appraisals, working environment and organizational culture and working environment may be responded to in the study.

Academia: The study shall have a point of reference and bench mark to the people involved in the academia world among which are the researchers and students on the findings and recommendations that may be given in the research report who shall find this document in the library.

1.8 Conceptual Framework



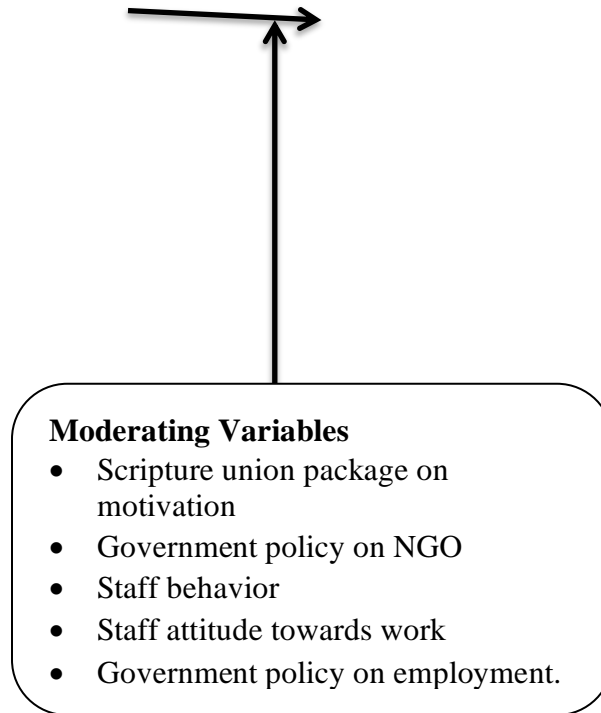


Figure 1.1: Conceptual Framework

Source: Schiefele and Schaffner (2015); modified by the researcher

Figure 1.1 below explains the relationship between the independent variable (motivation) and the moderating variables. It indicates how the moderating variables play a big role in the availability of the motivation packages in an organization.

The study focused on the different ways employees are motivated which include both intrinsic and extrinsic ways. Intrinsic factors like being part of advancing team, recognition, good working environment, feedback among others while extrinsic factors like increase in pay, promotion, allowances, study trips, tangible gifts among others motivate the staff. When the intrinsic and extrinsic factors are in play, they influence staff wellbeing which increase their productivity.

In Scripture Union, motivation packages play a big role in how the staff as this makes them feel more valuable and hence increasing their productivity as a result since it is the reason behind the organizational efforts to motivate their staff. Motivated staff are measured through their level of submission of reports, innovativeness, teamwork, attendance to programs, creativity, meeting deadlines and meeting targets. The organization may have a well stipulated motivation policy which they desire to achieve though this may not be accomplished due to moderating variables like government policy, herein conceptualized as moderating variables.

In every country and every organization, the employers desire for the best motivation packages towards their employees as they would wish to have a performing work force, though the policies of the government towards NGO operations, the attitude of the staff towards the incentives given and the organizational policy on motivation set a boundary in which the employer has to act is the variable factor.

The Government policy towards NGOs play a big role in how the organization raises their funds, the taxes imposed on the imports and the ministry's ground to own property. The organizational policy which set how the employees conduct themselves and what incentives can be given out all affect the motivation packages which can be given.

CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction

In this chapter, the researcher reviews different books, reports, journals, and articles that have relevant literature on motivation packages of employees. It covers the theoretical review and relevant literature related to the study objectives illustrating the motivation packages of staff.

There is a provision for a summary of the review of literature depicting the possible gaps that was identified during this study.

2.1 Definition of Key Terms

For the purpose of this study, the following terms that were frequently applied during the research process are accordingly explained:

Motivation: This refers to the energizing of behavior in pursuit of a goal (Ssali, 2021). Motivation refers to a method that is used to provide salary and wage payment that is expected to be equivalent with one's effort or for the work done. Similarly, Wang et al. (2018) defined motivation to refer to as pay or reward given to individual's work done. Motivation, according to Siagan (2022) refers to the pay an individual gets for work done and points out that motivation of staff is a vital factor in most organizations to achieve its goals. It is an amount of money paid to someone for the work done. In this research, motivation is considered as a total compensation received by an employee for performing a particular job. The dimensions of motivation in this study included, intrinsic motivation and extrinsic motivation.

Extrinsic motivation: Refers to when a person is motivated to perform or engage in an activity because he/she wants to earn a reward or avoid a punishment (Nickerson, 2023).

Intrinsic motivation: This refers to when a person is motivated by personal satisfaction or enjoyment (Nickerson, 2023).

Employee: An employee is a worker that performs a specific job for an employer in exchange for payment.

Policy: Policy is a deliberate system of guidelines to guide decisions and achieve rational outcomes.

2.2 Theoretical Review

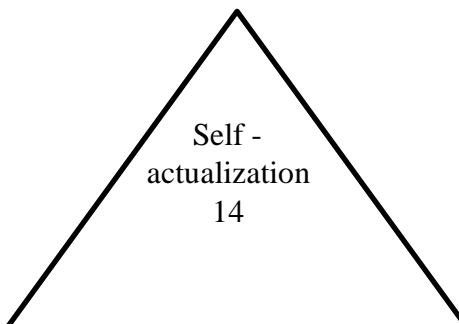
2.2.1 Herzberg Two Factor Theory

Herzberg states that satisfaction and dissatisfaction are not the same continuum and are therefore not opposites. He further stated that the motivational factors can cause satisfaction while hygiene factors cause dissatisfaction when present, both having magnitude. (Mohammed Alshmemri , Lina Shahwam Alel and Phillip Maude, 2019). Herzberg said Hygiene factors like company policies and administration, relationship with supervisor, interpersonal relationships, working conditions and salary while motivational factors include achievement, recognition, the work itself, responsibility, advancement and possibility for growth (Herberg, 1966) (Herzberg, 2003). However much Herzberg tried to show the difference between motivation and hygiene in line with productivity, the two factors both affect the employees of organizations as employees cannot be motivated by high pay yet the working conditions are not safe nor the staff inter-personal characters not being safe. Different things affect staff among which the environment and conditions in which they work. In this research context, Herzberg Two Factor Theory suggests that the performance of staff is jointly determined by SU's motivation.

2.2.2 Abraham Maslow Hierarchy of Needs

Abraham Maslow states that people are motivated by unmet needs which are in a hierarchical order that prevents people from being motivated by a need area unless all lower levels needs have been met.

Maslow's hierarchy of needs



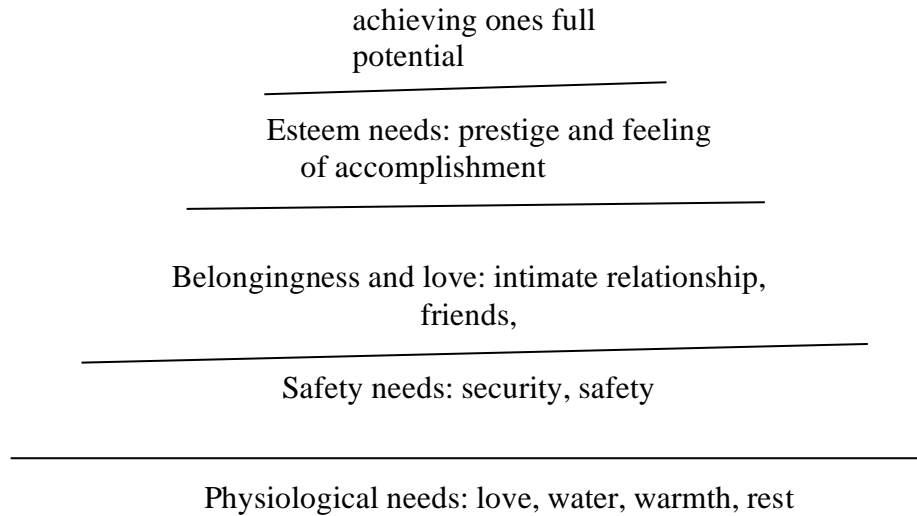


Fig 2: Maslow's Hierarchy of Needs (A.H. Maslow 1943)

Despite the fact that people are motivated by their needs to be met, the hierarchy does not become in existence as people work on needs according to emergency, family background and work place needs. People in workplaces tend to get their safety from the kind of family and friends they get, in Ugandan culture, the more friends one has the safer they feel as this results into social capital and prestige. Hence, people cannot be motivated by the same needs as they have different driving forces. The study may also support the idea that employees' intrinsic and extrinsic motivations are the antecedent of staff engagement.

2.3 Empirical Review

- iv. In the process of establishing the research problem, the researcher carried out a detailed review of related literature. The literature review was done basing on the study themes developed in accordance to the study objectives namely: To evaluate the SU's intrinsic motivation package of Staff, to evaluate the SU's extrinsic package of staff and to find out the challenges SU faces in motivating staff.

There is a provision for a summary of the review of literature depicting the possible gaps that was identified during this research, and research gaps identified.

2.3.1 Intrinsic Motivators of staff

Money is not the only motivator for employees to enhance their productivity (Hidayat, 2020). Intrinsic rewards raise a positive feeling of satisfaction which enables the employees to continue working as said by Ryan (Ryan and Deci, 2020), he continues to say, intrinsic rewards help employees to improve and have a lasting behavior change which help in their career growth. However, Siagan (2022) argues that reward system and participation of employees in decision making are frequently used practices by organizations to accomplish their objectives. Allison and Christina continue to say that to employers should not only focus on the salary as a major way to motivate their employees rather to enhance their emotional performance too since this affects their mental capacity to perform. (Allison S Gabriel, Arik Cheshin, Christina M. Moran, Gerben A. Van Kleef , March 2016). The study took one method research design (quantitative), data was collected by use of questionnaires. Data was analyzed by percentages, mean scores, standard deviation and tables, unlike this study, that used a mixed research approach.

Linda (2016) continued to say that UNICEF Somalia did not use monetary rewards to motivate their employees rather the non-monetary which included recognition, decision making, roles, promotion, flexible working hours among others to motivate their employees. Karungi (2016) continued to say that despite some companies doing continues trainings to improve their employee performance, the outcomes were still low which was a clear indication that there was more to motivation as the employees need the internal desire to push them into achieving the organizational goals. Researchers (Okeny, 2022; Ssempala, 2023) have found evidence

indicating that intrinsic rewards are more effective motivators than are external rewards such as money. Nimurugi (2020) opines that intrinsic motivation consider to perform an activity for its inherent satisfactions rather than for some separable consequence.

When intrinsically motivated, individual engage in activities that interest them, and they do so freely, with a full sense of volition and without the necessity of material rewards or constraints. A study by Olushola and Adewumi (2021) in Nigeria found out that intrinsic motivation has no significant association with staff performance. A positive and significant association exists between extrinsic motivation and staff performance. Motivation plays an important role in the organization because it increases staff morale and organization goals can be achieved in an efficient way. The behavior of staff can be change through motivation in any organization. Regrettably, this was investigated, especially scrutinizing the frequently motivation of staff in SU Uganda's context.

Collaboration/ team building

Team building is the process of causing people to work together effectively through joint activities and events designed to increase motivation and promote corporation. Team building as one of the effective development tools to maximize the potential of employees in the organization (Mona, 2019). Team building promotes efficiency and effectiveness of teamwork so as to fulfill organizational performance. Team building also increases job satisfaction among employees as they can work in harmony as a team and accept team members contribution towards achieving organizational goal (Mohammed Alshmemri , Lina Shahwam Alel and Phillip Maude, 2019).

Recognition

Reward and recognition play an important role in motivating employees and improving productivity (Kalagiannidis, 2021). Nyakaro continued to say that, recognition has an effect on workplace commitment and there is a positive correlation between the supervisory recognition and the employee commitment (Nyakaro, 2015). On the other hand, Nkata (2023) opines that administrator providing constructive criticism and allowing staff to apply feedback increases the intrinsic motivation to master a concept. Use feedback, rubrics or staff conferences in a lesson to boost mastery. Regrettably, all these have hitherto remained mere allegation without systematic answers to the predicament. This prompting the current investigator to consider the path of the research study.

On job training

On job training refers to the new or inexperienced employees learning through observing peers and supervisors perform the job and being given opportunity to practice it. This can be useful for training newly hired employees, upgrading experienced employees with skills when new technology is introduced, cross training employees within departments and orienting transferred or promoted employees to the new jobs (Linda, 2016).

Similarly, Twinomulongo (2016) said that the most important factor of employee performance is training as this promotes the ability of the employees. The growth in the cooperate world has not only brought about improvement on technology nor combination of production factors but increase in efforts towards developing organizational resources. This was investigated, especially scrutinizing the existence and vital of intrinsic motivator and its impact on staff in Scripture Union Uganda.

Promotion

Promotion inspires individuals to work in organizations for longer time to fulfill their needs which result into increased performance and stability of organizations (Wang et al. 2018). The job promotion exerts a powerful effect on the performance of organizations. At the level of personality functioning, intrinsic motivation provides the impetus for individuals to learn about particular subject areas and to differentiate their interests, fostering the development of personal identities, meaning, and purpose. A number of meta-analyses have been conducted on the experimental studies, which have examined the effects of reward on intrinsic motivation. In a meta-analysis on the topic, Ssali (2021) concluded from a meta-analysis that the existence of the detrimental effects of extrinsic rewards on intrinsic motivation.

In meta-analysis of 128 studies, Ryan and Deci (2020) examined the effects of extrinsic rewards on intrinsic motivation and concluded that rewards -whether contingent on engagement, completion, or performance- significantly undermined intrinsic motivation. In each of these meta-analyses, rewards are shown to increase measures of intrinsic motivation. For example, Nkumbo (2022) observed that participants who were taught a skill by an extrinsically motivated staff reported lower interest in learning and lower task enjoyment than those taught by an intrinsically motivated staff.

More importantly, Nzowa (2020) suggest that contexts where pressure or rewards are used may affect directly managers and lead them to become more controlling with their staffs. Consequently, they are also more likely to show considerable engagement. However, the above studies were carried from outside Uganda, not fully Scripture Union Uganda based and carried out almost three years ago. These constitute gaps namely of conducting a similar study in Uganda, thus need for this research.

The benefits of intrinsic motivation are revolutionary, fostering staffs' engagement, innovation, and productivity. Imagine a workforce that is motivated by a true enthusiasm for their work rather than merely the prospect of a salary (Ssali, 2021). Staff who are intrinsically motivated feel that they are doing an activity because they have chosen to do so voluntarily and because the activity represents a challenge to their existing competencies and require them to use their creative capabilities. This kind of motivation is considered to be highly self-determined in the sense that the reason for doing the activity is linked solely to the individual's positive feelings while performing the task (Ssempala, 2023). With regards to the intrinsic motivation in question, the researcher developed a sense of concern in achieving knowledge on Scripture Union Uganda's intrinsic motivation packages.

2.3.2 Extrinsic Motivators of staff.

In Baguma's (2021) report, he believes that employees are mostly motivated when they receive a reasonable salary and be appreciated for their performance. However, Amabile et al. (2023) says money is the fundamental inducement for the people to take on job opportunities and things like allowances come after money. While (Allison et al. 2016) continued to say that salary can be the motivator provided managers put salary structures and reward their staff according to their performance. However, the above study was carried from outside Uganda, not fully Scripture Union Uganda based and carried out almost three years ago. These constitute gaps namely of conducting a similar study in Uganda, thus need for this study.

Hidayat (2020) said that employees more motivated to perform when rewarded for what they have done than being given things like leave hence the reason why employers have to pay a close attention to the physical needs of their employees as this drains them which can result into low performance since the employees can be put on pleasure to cater for the needs which their job salary can't meet. Similarly, Atwebembeire et al. (2018) asserts that the need for

management to make employees get more skills in training as this increase their mastery in line with job skills and the need to create more room for to employees to contribute ideas and work independently give opportunity to employees to develop their skills.

Olushola and Adewumi (2021) argue that extrinsic motivation is behavior that is driven by external rewards. The external rewards that generate extrinsic rewards that generate extrinsic motivation may be tangible or intangible, such as receiving praise from a supervisor or earning bonus. The external rewards of extrinsic motivation may also be psychological or emotional. However, Ssenyimba (2018) said that merit pay make employees feel being part of organization, overtime pay encourages employees to be creative and paying of employee's commissions ensures employees engagement. He continued to say that good working environment enables employees to accomplish the tasks as the employees work in conducive environment. Ampeire (2022) continues to say that there is more need to capacity building and staff promotion as these help employees realize quality and good performance in organizations (Ampeire, 2022).

Salary

Salary is a fixed periodic payment for non- manual employees usually expressed in annual terms, paid per month with generally no additions for productivity (Kaweesa, 2022). Similarly, Janssen and Giebels (2023) continue to say that salary is a fixed amount of money paid to employees at a regular interval for their performance and productivity. Subsequently, Nkata (2023) opines that maintaining positive relationships is a powerful extrinsic motivation. In the workplace, staff may be more likely to work collaboratively with one another in order to

preserve the well-being of their professional relationships. Thus, increased cohesion among team members may lead to enhanced communication, improved productivity and increased quality of work. The study used a cross-sectional survey design, where correlations were applied, unlike this research that focused on descriptive approach basing on thematic content analysis.

Allowances and gifts

Linda (2016) said that the success of companies come from employee's willingness to use their creativity, abilities and technical know-how in favor of the company and its organizational task, the employers have to encourage and nourish the positive employee inputs by putting effective reward practices. Nyakato (2015) continued to say that motivated employees are more productive, more efficient and more willing to work towards organizational goals than the employees who experience low levels of motivation. Some of the factors that keep employees motivated is the ability for the employer to offer tangible gifts for the work well done.

On the other hand, Nkumbo (2016) asserts that regardless of the reward, extrinsic motivation focuses on completing tasks because of the benefits provided upon completion. Extrinsic motivation has an important role in the workplace because it leads to increased productivity. In other words, by offering rewards at the completion of tasks, one may be able to increase productivity in the workplace (Nampa, 2022). If staffs know there is a reward at the end of their hard work, they may be more likely to maintain focus and input their best efforts; however, researcher wonders whether this is applicable in Scripture Union Uganda explaining the reason for this research.

Ssali (2021) further noted that extrinsic motivators improve staff satisfaction. When staff feel rewarded for their efforts, they may feel more satisfied with their job performance and place

of employment. It is vital to use extrinsic motivation as a way to show their appreciation for their team and their efforts. Nzowa (2020) added that extrinsic motivation, in contrast to intrinsic motivation, requires an instrumentality between the activity and some separable consequences such as tangible or verbal rewards, so satisfaction comes not from the activity itself but rather from the extrinsic consequences to which the activity leads (Nabulya, 2018). That is, the behavior is not performed for its own sake, but instead to receive a reward or to avoid some punishment once the behavior has ended.

Extrinsic motivation is thought to reflect a lack of self-determination. Happy staffs who feel valued may be more likely to contribute their best work and engage in long-term relationships with the organization managers as employers. In other words, there's so much on the paper work but little has been done to make sure that this extrinsic motivation thrives well, thus need for research in Scripture Union's Uganda to ascertain the situation at the ground.

Staff appraisal

Performance appraisal provides a formal and regular review of an individual's performance and a plan for the future development (Janssen and Giebels, 2023). They continued to say that performance appraisals are important for employee motivation, attitude and behavior development, communicating organizational aims and fostering positive relationships between the employer and employee. Kaweesa (2022) continued to say that employees should be evaluated by their supervisors after which a discussion for the set objectives and follows. The discussion set looks at the review of the entire progress of the employee development, interest and need to concentrate of specific projects for their performance to improve. Explicitly show

that there was still an information gap which identified scholars/authors have not adequately covered. The study bridged the gap.

Conversely, extrinsic motivation is a powerful way to drive behaviors and reward staff for their efforts, dedication and quality performance. Okeny (2023) noted that non-self-determined motivation has a significant relationship with staff and their productivity. It presents that once staffs are externally motivated in terms of job security, rewards and compensation for their performance become high. As organization leader or supervisor, understanding extrinsic motivation may help one use his/her team's behavior to maximize the results of their effort.

However, Nimurugi (2020) said to achieve the organizational targets, the employees and managers have to discuss targets to be achieved so as the employees to be able to commit to the challenge. Though, Odukah (2016) said that regular and proper use of performance appraisal policy gives better results for the organization. This gives allowance to the managers to keep the employees on a check list of the set goals. Nzowa (2020) asserted that performance appraisal was the largest factor contributing to the development of organizations as it would give ways to innovative ideas and determined actions which would eliminate under performance, unmotivated and poorly managed employees.

Kaweesa (2022) opines that extrinsic motivator provide feedback to staffs to effective work harder. Using extrinsic rewards systems may be an effective way to provide continual feedback on their team's performance. If a staff feels they have not been receiving rewards for their efforts, it may promote a conversation about how to improve their performance. This may eventually help to motivate the team members in a school towards seeking improvement,

applying feedback to their processes and striving for excellence in their daily tasks (Kawemba, 2020).

Besides, Nakacwa (2021) noted that extrinsic motivator maintain motivation. During long-term complex work, extrinsic motivation may help team members to maintain their motivation to successfully complete their assigned tasks. Interestingly, extrinsic motivation, Ryan and Deci (2020) have proposed that extrinsic motivator focuses on an external rewards system instead of personal gain or internal benefits of completing a task. With regards to the extrinsic motivators in question, the researcher developed a sense of concern in achieving knowledge on how SU's extrinsic motivation package affects staff.

2.3.3 Challenges Organizations face in Motivating Staff

One of the dilemmas organizations faces is that they still base on theories which are outside the Ugandan context like Herzberg 1957 which said “money is not a motivator” yet in Uganda most people work to earn a living. Maslow's hierarchy of needs is never constant in the Ugandan context. The internal organizational factors influence the motivation of employees since they put tension if not worked on hence the low productivity (Atwebembeire et al. 2018).

Besides, Nzowa (2020) argues that lack of recognition limit teachers' motivation to perform better in private schools. Teachers lose motivation because they feel unappreciated or undervalued. They may work hard, but receive little feedback. Schools need to create a culture of recognition in their schools. However, many organizations work with demotivated employees hence the need for constant search of ways to improve motivational states within the group in Uganda, thus study to ascertain the situation in Scripture Union Uganda. Organizations also struggle with employees who have low motivation levels due to their

personal internal pressures. Herzberg (2011) said that employees who suffer from low levels of motivation, their productivity is affected.

Similarly, Linda (2016) noted that the rapid increase of employee motivation in the market area has become a challenge as organizations have to strive daily to keep their employees motivated so as to achieve success. Janssen and Giebels (2023) says that organizations face a big challenge in motivating their staff as they fail to recognize and reward performance, unfair treatment to the staff, poor feedback and their failure to deal with performance problems hence the poor employee performance. However, the fore going study was carried out from outside Uganda, not fully Scripture Union Uganda based and carried out almost 2 years ago. These further constitute gaps namely of conducting a similar study in Uganda, thus a justification for this study.

Olushola and Adewumi (2021) opine that lack of autonomy limit motivation of staff in organizations. Lack of autonomy demotivates staff; and they feel they have no control over their work. They may face rigid rules and regulations, policies or curricula that limit their creativity. They may also feel that they have no voice or influence in decision making processes that affect their ability to work (Nakacwa, 2021).

On the other hand, Nabulya (2018), lack of growth limited staff motivation. When staffs feel that they have no room for growth and development, it limits their motivation. They may feel that they have reached a plateau in their knowledge, skills or effectiveness. They may also feel that they have no access to learning opportunities, resources or support that could help them improve or advance. This investigation, especially scrutinizing the existence and challenges experienced by staff motivation in Scripture Union Uganda.

Bagum (2021) continues to reveal four more challenges that organizations face which included the issue of salary and bonuses as some people are under paid than others, career development as the managers haven't been at the forefront in developing their staff, working environment as thus produces conducive environment and poor work balance as the staff get demotivated as they fail to achieve personal goals while they work for organizations.

Besides, Kaweesa (2022) adds that lack of funds in NGOs, absence of networking with other organizations, lack of maintenance of the infrastructure and organizations not having strategic plan demotivate their workers. Similarly, Odukah (2016) asserts that inadequate financial resources undermine organization capacity to finance the required to boost staff motivation. In practice, the organizations contends that there is a financial challenge to motivate staffs in the several organizations which has been observed across the country, and the researcher wonders whether the same situation in Scripture Union Uganda.

In conclusion, organizations face a variety of challenges that range from working environment, poor feedback, irregular appraisals, no recognition for performance, inconsistency training procedures and low medical care to the staff. The researcher will conduct a study which help mitigate the challenges as the staff welfare increase for high performance.

2.4 Conclusion

The literature reviewed above shows that studies have been conducted on the motivation packages in Scripture Union Uganda. However, there are still several gaps which the review has identified and which require further research. Most studies were qualitative and do not guide us on the relationship between the study variables. The scholars did not specifically focus on the variables as laid down in this study. This therefore, created a knowledge gap.

Some of the specific gaps included examining the evaluation of motivation packages. Considering the above, the current study focused more study variables. This was a critical gap in the world of knowledge that this research attempts to bridge. After the review of related literature, the researcher evaluated the impact of intrinsic and extrinsic packages, and the challenges SU faces in motivating its staff in Uganda but none of them was carried out in Scripture Union Uganda. It was upon this background that the investigator decided to Evaluate the intrinsic and extrinsic motivation of staff.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter constitutes the approach and methodology to be used in the research. This chapter explains the research design, information sources, study population, sample size determination, sampling techniques, procedure for data collection, data collection methods, data collection instruments; data presentation and analysis; ethical considerations and approvals, and study methodological constraints.

3.1 Research Design

A cross-sectional design and a case study design were used to guide this study. The cross-sectional survey design was used because it was relatively quick and easy to conduct, data on all variables were collected once and it provides an opportunity for studying a wide range of respondents (Kothari, 2014; Robson & McCartan, 2016).

Cross sectional survey designs employed a descriptive statistic in order to make inferences about possible relationships between variables. Case study research design was selected because different categories of respondents were studied. With a case study approach, a variety of qualitative research approaches/methods were employed such as in-depth individual interviews to produce narrative data and focus group discussions. The case study was single and exploratory.

A case study design was an in-depth exploration of a bounded system based on extensive data collection (Kothari, 2014). In terms of approach, a mix of quantitative and qualitative methods was used. Thus, in-depth individual interviews and focus group discussions were used to produce narrative data. Therefore, the researcher spent an extended time in Scripture Union Uganda evaluating the intrinsic and extrinsic motivation packages. This research design was adopted to answer the research questions.

3.2 Area of the Study

The study was confined to Scripture Union regional offices and Head office. These include Southern region, South-West, Mid-west, Rwenzori, North-west, Northern, Eastern, Busoga and Central region. This particular area of the study was chosen purposely because Scripture

Union Uganda have experienced declining and sometimes fluctuating institutional and motivation challenges as indicated by Scripture Union Strategic Plan (2021 to 2025).

3.3 Population under Study

Riya (2023) says population under study is the entire group or set of individuals that possess specific characteristics and are interested to the research. The researcher considered a population of 65 people among which are; the volunteers, junior management, senior management team, top management, chairman National Council and board members. The questionnaires were for the staff and board members, the focus group was for the junior staff and interviews were for the top management team.

The senior management team, top management, chairman National Council and board members were interviewed to get variety of views to make the study findings more reliable and comprehensive for the benefit of this society. On the other hand, this junior management was also selected in order to obtain accurate, reliable and valid information required for this research. Volunteers were also selected in order to obtain core, reliable and vital information required for this study.

3.4 Sample Size Determination

This is the number of individuals included in a research study to represent a population. (Kibuacha, 2021). The study sample was selected following the recommendations of Morgan and Krejcie (1970) table in determining sample size to represent a cross section of people in this study. In this regard, out of 65 target population, 56 sample size was considered. Out of 12 national council board members, 10 members represented the board, out of the 17 senior

management staff, 15 represented the team, out of 16 junior staff team, 13 members represented and out of 20 support staff (volunteers), 18 represented the team.

A total of 56 sample size out of 65 population under study helped the researcher not to have a biased information but rather a well-informed data collected. This category of participants enabled the investigator in getting a variety of views and unbiased response which made the research study a reality.

Table 3.1: Population, Size and Sample Selection.

Subject's to be Selected.	Population Size.	Sample size.	Sampling Selection
National council board members	12	10	Purposeful sampling
Senior management staff	17	15	Purposeful sampling
Junior staff team	16	13	Simple random
Support staff (volunteers)	20	18	Simple random
Total	65	56	(Krejcie & Morgan, 1970 table)

Source: Scripture Union Strategic Plan (2021 to 2025).

3.5 Sampling Techniques

The study employed simple random and purposive sampling technique to select the study respondents.

3.5.1 Purposive Sampling

Purposive sampling technique was used to choose the samples for the study because the categories of the respondents that were used in the study have the required information and characteristics. Purposive sampling was used to select national council board members, and senior management staff from whom the researcher got specific information. Such sampling technique was used because it was quick and helped the researcher to collect the first-hand

information. Thus, purposive sampling was the selection of a convenient sample in the study. Purposive sampling is a non-random sampling technique where respondents were selected because of some characteristic. Similarly, purposive sampling was popular in qualitative research, and those respondents were chosen purposively and interviewed to provide qualitative data.

3.5.2 Simple Random

Simple random sampling applied to select junior staff team and support staff (volunteers), and this because all the members in the sample had an equal opportunity of being selected and to avoid biases. Using a simple random sampling approach, the-information gathered from junior staff team and support staff (volunteers) was utilized to-develop a sampling frame. Using a lottery method, numbers 1-36 are written on small pieces-of paper, placed in a box, and picked one by one without replacement until the required-sample size of 31 was obtained. To create a sample distribution frame, the names on the 36-papers were written down so that a population of interest can be identified.

3.6 Sources of Information

Data was collected from both primary sources and secondary sources as people were approached and recorded information was utilized. The different groups of people were approached like the board members, junior staff, management staff and top management staff who provided primary data to the study. Data was collected by the use of focus group discussion guide and interview guide; while, documents were reviewed for secondary data.

3.7 Data Collection Instruments

The study was based on questionnaire, interview guide, and focus group discussions to gather primary data as explained hereunder:

3.7.1 Questionnaire

The questionnaire guides tool was used to collect quantitative data from the 31 randomly selected junior staff team (13) and support staff (18 volunteers) as reflected in the table of sample size. The study used a close ended questionnaire that was divided into sections of background information, and other detailed objective information.

The questionnaire contained a list of possible alternatives from which respondents selected the answer that best suits the situation. Questionnaires were designed to fulfill a specific research objective. Closed questions permitted only certain responses. These types of questions were employed as data-gathering instruments.

A standard questionnaire on a four-point Likert scale was used to get quantifiable primary data from individual respondents on a scale of 4- Strongly Agree; 3- Agree; 2- Disagree; 1- Strongly Disagree. Questionnaire gave respondents' freedom to elicit some information in details, due to the open-ended nature of some of the items it consisted of. Questionnaires were advantageous because the researcher took a short time to cover a large population, and this information was validated using data from secondary information.

3.7.2 Interview Guide

Interview guide was used to collect data from the national council board members (10) since they are the policy makers. This instrument was considered appropriate in this study because it enabled the researcher to yield highest cooperation and lowest refusal rates; it offers high response quality, takes advantage of interviewer presence and its multi-method data collection (Katamba & Nsubuga, 2014).

The guide comprised of open-ended questions intending to answer the main research objectives as well stated in chapter one of this report. These interviews were face-to-face communication to gather qualitative findings. In this study, the probing interviewing tactic was used extensively to obtain a deeper explanation of the issue at hand from the respondents. The interviews were face-to-face between the investigator and selected participants who enhanced confidentiality and observing of non-verbal behaviors during the study.

3.7.3 Focus Group Discussion Guide

Focus group discussions provides the “possibility to cross check an individual’s opinion with other opinions gathered, and the group interaction enriched the quality and quantity of the information gathered” (Katamba & Nsubuga, 2014). Focus group discussions were conducted to generate information from top management (15) either through having Zoom meeting or face-to-face discussion. Two FGDs were conducted and each FGD comprised of 7-8 participants. Each FGD took between 45-60 minutes. This method was employed so as to get complete and detailed understanding of the issues from the respondents through follow-ups or probing questions and clarifications.

3.8 Procedure for Data Collection

The principal investigator got clearance from the School of Business of Uganda Christian University (UCU) as well as Uganda Christian University Ethical Research Committee which was submitted to the organization for permission to conduct the research study. Such a letter of permission was obtained in order for the researcher to carry out the research study. The researcher made an appointment with Scripture Union Uganda to schedule for the interview. The interviews were conducted after assuring the participants confidentiality of their information.

The interview was scheduled with the top management team to collect the data. The questionnaires were sent to the respondents on emails and followed up with a phone call for quick response. The focus group was met at one of the regional office stations. The introductory section of the tools further informed participants that accepting to participate in interviews indicated consent; and that they (respondents) had the option to withdraw from this study at any point in the research.

In other words, participation was also voluntary. Respondents were allowed to withdraw from the research at any stage if they wish to, without having to give any reason to anybody. In addition, the purpose and methods for the study was well explained to the potential participants, who provided consent prior to participating.

3.9 Quality Control

Validity and reliability of the research instruments were measured as follows:

3.9.1 Validity of Instruments

Validity was established through test-retest of the questionnaires to the same sample after two weeks and the higher the reliability coefficient the higher the reliability of instrument (Sekaran 2003). The pre-test sample was done using 10 respondents who were not included in the study. This was done as a way of eliminating or reducing errors in the study instruments in order to ensure the quality of research findings. Pre-testing helped to estimate the time it took to fill the questionnaires, relevancy of the questions, and accuracy of the questions in measuring the subject under study.

$$\text{Content Validity Index} = \frac{\text{No. Item}}{\text{Total No. Item}}$$

The researcher first enumerated the number of relevant items for the study and divided them by the number of items in the instruments. Ten questionnaires were pilot-tested in staff, outside the sampled SU that did not participate in the study. Each questionnaire has 43 items.

$$\text{Total items} = 43 \times 10 = 430$$

$$\text{Invalid items} = 55$$

$$\text{Relevant items} = 430 - 55 = 375$$

$$\text{CVI} = 375/430 = 0.87$$

The instrument was said to be valid since the CVI was 0.85 which was far above 0.7 the recommended value for validity. Results from the field helped to identify gaps and made modifications to the instrument where it was necessary. Similarly, the questionnaires items were constructed such that they were related to the questions in order to ensure that the research questions were well covered.

3.9.2 Reliability

Reliability is when an instrument collects the similar data consistently under similar conditions according to Mugenda & Mugenda (2019). The questionnaires were subjected to a pilot test using the Cronbach alpha method, which tests for internal consistency. The Cronbach's Alpha reliability Coefficient (α) was determined by utilizing the computer application called Statistical Package for Social Scientists (SPSS) to do a statistical test. In the context of the foregoing opinion the reliability of the tool (comprising issues on motivation, plus issues of staff performance) were accordingly aligned. Reliability of the instrument on the other hand was ensured through the use of Cronbach's Alpha co-efficient index generated by SPSS.

After pilot testing the instrument, reliability of the instrument, on multi-item variables was tested using the Cronbach's Alpha Method to provide by Statistical Package for the Social Scientists, and this was conducted among 10 respondents.

Table 3.2: Reliability indices for the questionnaire

Variable	No. of items	Cronbach Alpha Coefficient
Intrinsic motivation package	10	0.78
Extrinsic motivation package	10	0.82

The Cronbach's alpha coefficients as indicated in Table 3.2 are above 0.70, the recommended reliability value (Amin, 2005). The results implied that the questionnaire is suitable for data collection.

On the other hand, the researcher ensured reliability of interview guide by ensuring consistent of selection method, that is, the five pilot study candidates were interviewed twice using the same questions to rate the candidate's similarity and get the reliable interview. Therefore, the investigator pre-tested and retested the instruments on a small number of key respondents in an interval of two days. Before real collection of data, the instruments were tested on five respondents to determine their reliability and these respondents were not among the respondents (interviewers).

3.10 Data Presentation and Analysis

The collected data was analyzed using qualitative data analysis approaches.

3.10.1 Analysis of Quantitative Data

Quantitative data was analyzed by using statistical package for social sciences (SPSS version 26). Preceding the analysis, a codebook for the different quantitative variables was prepared on the basis of the numbering structure of the questionnaires. All the questionnaires were numbered prior to data collection to make the referencing easier. After confirming that all the data entered was accurate, descriptive statistics were utilized to analyze quantitative data.

Descriptive statistics are frequency distribution, percentages, measures of central tendencies (mean) and measures of dispersion (Std deviation). The data was then presented in tables. Descriptive statistics helped the researcher to significantly explain distribution of measurements and to also explain, organize and review data (Creswell, 2018).

Additionally, the researcher used regression statistical approaches of analyzing data. Data was analyzed to determine the degree to which changes to the value of one variable predicts a change to the value of another variable. The relational change can either be positive or negative. Regression analysis was also used for estimation of relationships between a dependent variable and one or more independent variables. That is to say, the relationship between study variables.

3.10.2 Analysis of Qualitative Data

The qualitative data analysis approach was used to analyze data which will be collected using interview method from the national council board members and senior management staff. Data was purely analyzed qualitatively. Qualitative data was analyzed using thematic and content analysis. The participants' views were quoted verbatim to give their actual feeling

about the issues that was raised. Data was analyzed manually by categorizing data in themes. People's responses were directly quoted. This was further presented according to study themes; thematically following the chronology of the research objectives.

Data analysis further involved translating spoken word and observed actions into text through transcribing interviews and typing up observation notes. At the end of each day, field notes were transcribed. Finally, direct quotations of individual responses that explain the respondents' views and bring out their voices were identified and presented in the respondents' own words to give more insight into the issues under consideration (Creswell, 2018).

3.11 Ethical Considerations

These are a set of principles that guide research designs and practices and practices (Bhandari, 2024). The researcher followed a number of guidelines in research.

Ethical clearance: This was sought from Uganda Christian University Research Ethical Committee as well as School of Business of Uganda Christian University to conduct research. Permission to carry out the study in Scripture Union Uganda was sought from the Director/head-teacher. Informed consent form (Appendix II) that elaborates on the purpose of the study was filled by all those who participated in the study. This enhanced confidentiality of the research which increased their involvement and participation.

The respondents and participants were also informed that participation in the study was voluntary and they had a right to accept or decline to participate or withdraw from the study anytime. The researcher gave thorough explanations about the purpose of the study and their right to either accept or reject to participate in the questionnaire, interview or FGDs.

Confidentiality: The researcher kept the information given by the respondent with confidentiality without disclosing their identity or individual information to third party that may result into any form of harm.

Bias: The researcher avoided any questions and attitude that may cause bias in the way the respondent answers the questions or the way the researcher takes in the information.

Pre-judgment: The researcher distanced herself from behavior that may cause her to misjudge the response given but look at every person with respect and as a valuable respondent.

Consent and honesty: The researcher sought consent of the participants before engaging them into the research as this helped air out the fears that was faced during the research process. The researcher also availed all required explanations to the participants about the research so that the participants respond to what he/she understands.

Voluntary participation: The participants signed a consent form which approved their willingness to participate in the research activity. The participants had a right to withdraw the consent before or during the research process without any penalty as this were done at a voluntary level.

Anonymity: The participants were not put their names and their emails were not linked at any moment to the questionnaires as some replied online. I protected the privacy of every respondent to the questionnaire.

Potential harm: Any potential that was arose from the research to the respondents were mitigated by keeping the email and data profile of the respondent confidential. Detailed information to cater for policies was got from the management team.

Result communication: The researcher released the results of the study to the University library after the supervisor has approved of the report and given consent.

Plagiarism: All literature reviewed from other scholars, articles, reports, journals were acknowledged in the findings and sources put in the reference page.

3.12 Methodological Constraints

The researcher met un-co-operative participants who were unwilling to give relevant information. Some staff had a wrong attitude towards releasing the information for fear of their names being revealed to the top management. However, this was sorted by the investigator's through showing and giving them a copy of an introductory/authorization letter and promising them that the relevant information given was confidential.

Testing: The use of research assistants brought inconsistency in the administration and conducting interviews in terms of time of administration, understanding of the items in the questionnaires, FGD and interview schedule and explanations given to the respondents. To minimize this threat, the research assistants were oriented and briefed on the procedures followed in data collection.

Attrition: Not all selected participants were willing to participate in this study and this due to circumstances on the part of the respondents such as travels, sickness, hospitalization and refusal/withdrawal to participate. In anticipation to this, the researcher reserved more respondents by exceeding the minimum sample size.

There was an issue of limited time as I had planned to collect data in 10 days but I used four days. Indeed, funds and time constraints limited the intensity of the spread or area of coverage of the study. This was solved by the researcher through borrowing funds from friends and family members. In addition to the above, the researcher made sure; she followed the scheduled work plan.

3.13 Dissemination of Results

The study report was submitted to the School of Business and Uganda Christian University library after being approved by the researcher's supervisor. The researcher also disseminated the report findings with a copy to Scripture Union Uganda, a copy to Ham Mukasa library at Uganda Christian University, and a copy shall be retained by the investigator.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

4.0 Introduction

The study established the evaluation of intrinsic and extrinsic motivation package of staff. This chapter highlights the data presentations and analysis as well as interpretation of research findings. The presentations are done according to the research objectives. Participants interviewed were national council board members, senior management staff, junior staff team, and support staff (volunteers).

Research findings have been presented in form of tables; narratives have been provided for each of the tables. Interview results were further obtained to explain qualitatively how SU’s motivation packages in form of verbatim quotations and narrative statements as per participants’ views in regard to each research objective and these supplemented results from the questionnaire.

The chapter further presents the response rate of the respondents, which shows the actual number of participants that properly responded to the research questions. The chapter lastly presents the information on respondents’ background which indicates the common demographic respondents’ characteristics that participated in the research.

4.1 Response Rate of Respondents

The above sub-section presents the summary of the statistics for the respondents’ response rates. Out of a total of 65 targeted study respondents, 56 were reached and positively responded by participating in the study, giving 86.2% response rate. Non-achievement of 13.8% was due to targeted participants being busy and out of station during the study period despite several attempts made to reach them. This response rate is above the 70% response rate as recommended by the Katamba and Nsubuga (2014) for a study to be considered as one with satisfactory results. Further details are presented in Table 4.1.

Table 4.1: Number of respondents participated in this research study

Category(s)	Targeted participants	No. actually involved.	% of response rate.
National council board members	12	10	83.3%
Senior management staff	17	15	88.2%
junior staff team	16	13	81.3%
support staff (volunteers)	20	18	90%
TOTAL.	65	56	86.2%

Source: Primary data, (2024)

4.2 Background Information of the Participants

The background information of the participants included; age of the respondents, gender, highest education level, religion and marital status. Profiles of the respondents who participated in this research are clearly shown in Table 4.2 below:

Table 4.2: Participants' Background Information

Demographic Information		
Respondents' Age	Freq. (f)	Percent (%)
18 – 27 years	3	9.7
28-37 years	15	48.4
38-47 years	13	41.9
48 years-above	0	0
Total.	31	100.0
Gender of the participants	Freq. (f)	Percent (%)
Male	19	61.3
Female	12	38.7
Total.	31	100.0
Highest level of respondents' education	Freq. (f)	Percent (%)
Masters' degree	1	3.2
Bachelors' degree	21	67.7
Diploma holders	7	22.6
Certificate holders	1	3.2
Secondary level (S.4 – S.6)	1	3.2
Total.	31	100.0
Religion	Freq. (f)	Percent (%)
Anglican	11	35.5
Catholics	1	3.2
Pentecostal	19	61.3
Total	31	100.0

Marital status	Freq. (f)	Percent (%)
Married	18	58.1
Single	12	38.7
Cohabiting	1	3.2
Widow(er)	0	0
Total.	31	100.0

Source: Primary data, (2024)

As shown in Table 4.2, 3 respondents (9.7%) were between 18-27 years, 15 respondents (48.4%) were between 28-37 years, while 13 respondents (41.9%) were between 38-47 years, and none of the respondents were above 48 years. This implies that those participants in the age group of 28-37 years made the majority during the research carried out in Scripture Union Uganda.

It can be seen in Table 4.2 above, that 31 respondents participated in this study. Out of them, 19 respondents (61.3%) were male and 12 respondents (38.7%) were female. This implies that male participants were more during the study. However, difference in numbers did not affect participation of both male and female participants in the study.

As shown in above Table 4.2, respondents varied in terms of education level. 1(3.2%) were at Masters' degree level; 21 respondents (67.7%) were at bachelors' level, 7 respondents (22.6%) were at diploma level, 1 respondent (3.2%) was at certificate level, while 1 respondent (3.2%) was at secondary level (S.4-S.6). These results indicate that the majority of participants were at Bachelors level of education, but every participant had reasonable knowledge on the staff motivation packages as their responses were appropriate and corresponded to the questions asked.

The majority of the participants 19(61.3%) were Pentecostals, 11 (35.5%) were Anglicans and 1 (3.2%) was Catholic. The implication of these is that, all the participants are familiar with several motivation packages irrespective of their religious affiliation.

Lastly, the majority of the participants 18(58.1%) were married, single participants were 12(38.7%), widow(er) non, while only 1(3.2%) were cohabiting. The implication of these is that, all the participants are familiar with several motivation packages and its impact irrespective of their marital status.

4.3 Presentation of the Study Findings

- v. The findings of the study are presented in line with the objectives of the study that is to say: to evaluate the SU’s intrinsic motivation of Staff, to evaluate the SU’s extrinsic of staff and to find out the challenges SU faces in motivating staff.

The findings are the views of respondents from motivation packages (independent variable). The descriptive statistics have been presented in form of frequency tables and they answer the research questions.

4.4 Intrinsic Motivation of staff.

The above sub-heading was posed to finding evaluate SU’s Intrinsic motivation of staff. The structure was measured using different study variables and four-point Likert scale whose results are shown in Table 4.3.

Table 4.3: The effect of SU’s Intrinsic motivation of staff.

Statement	Response (n=31)	Extent of (dis)agreement		Mean	Std. Devt
		(f)	(%)		
I feel satisfied and motivated to devote more time to work when recognized at work	Strongly Agree	10	32.3	3.23	0.835
	Agree	18	58.1		
	Disagree	3	9.6		
	Strongly Disagree	0	0.0		
	Total	31	100%		

I participate in decision making of this organization.	Strongly Agree. Agree. Disagree. Strongly Disagree. Total	8 17 6 0 31	25.8 54.8 19.4 0.0 100%	3.1	0.890
The employees are recognized for their performance.	Strongly Agree. Agree. Disagree. Strongly Disagree. Total	9 16 5 1 31	29.1 51.6 16.1 3.2 100%	3.1	0.746
My supervisor gives me prompt feedback.	Strongly Agree Agree Disagree Strongly Disagree Total	1 3 20 7 31	3.2 9.7 64.5 22.6 100%	1.9	0.791
I feel motivated taking on new challenge.	Strongly Agree. Agree. Disagree. Strongly Disagree. Total	7 15 6 3 31	22.6 48.4 19.3 9.7 100%	2.8	0.692
My contribution at the workplace is well recognized by my employer.	Strongly Agree. Agree. Disagree. Strongly Disagree. Total	6 14 7 4 31	19.4 45.2 22.6 12.8 100%	2.7	0.670
I have a chance for promotion and growth of my career.	Strongly Agree. Agree. Disagree. Strongly Disagree. Total	4 13 8 6 31	12.9 41.9 25.8 19.4 100%	2.5	0.711
I find it easy to go to any of the regions for ministry purpose.	Strongly Agree. Agree. Disagree. Strongly Disagree. Total	5 11 9 6 31	16.1 35.5 29 19.4 100%	2.5	0.682
I find joy and interest in doing my work.	Strongly Agree. Agree. Disagree. Strongly Disagree. Total	3 12 9 7 31	9.7 38.7 29 22.6 100%	2.4	0.721

Source: Primary data, (2024)

Table 4.3 represents the descriptive statistics of SU's intrinsic motivation of staff. The study findings showed that 28(90.4%) of the respondents accepted to the statements that they feel

satisfied and motivated to devote more time to work when recognized at work (Mean=3.23 and SD=0.835); and 25(80.6%) of the respondents accepted with the statement that they participate in decision making of this organization (Mean=3.1 and SD=0.890); and 25(80.7%) accepted that the employees are recognized for their performance, with the Mean=3.1 and SD=0.746; however, it was disagreed that supervisor gives them prompt feedback, and this was disagreed by 27(87.1%) of the respondents, with the Mean=1.9 and SD=0.791.

The first objective was also set to evaluate SU's intrinsic motivation package. Interview schedules were used to solicit information from the national council board members and senior management staff. These participants were involved in answering interviews.

Feedback from the interviews revealed that recognition of staff raises satisfaction and motivates them to devote more of their time to work; in fact, one of the senior management staff explained that;

“.....the intrinsic motivators have helped me to become more productive in my service at SU. Intrinsic motivators have a profound impact on staff as they tap into ones' inner drives and desires leading to things like increased job satisfaction, better quality work etc. if scripture union focuses on them, it will create a work environment that encourages staff to perform at their best....” (Muhammed Juma pseudo name personal communication, September, 12th 2024).

Another interviewed national council board member had these to say:

“...when staff get recognized for the work done, it eventually boosts their ability at work. It energizes, directs and sustains what staffs do, turning the wheels of effort and perseverance. When these staffs are properly motivated, they see daily duties not as a job, but as a mission or calling. It enhances their satisfaction and motivates them to devote more of their time to daily work activities....” (Kafeero Arafat pseudo name personal communication, September, 12th 2024).

This implies that recognition raises staffs' satisfaction. By strategically offering praise and recognition, administrators not only validate the individual efforts of their employees but also

inspire them to set and reach higher goals. It is the engine of job commitment. This nature of enthusiasm is infectious, inspiring workers to set their sights higher and push their boundaries further. This concurs with Amabile et al. (2023) who argued that recognition helps workers see that their organization values them and their contributions to the success of their team and the organization overall. Similarly, Atwebembeire et al. (2018) noted that employees build a sense of security in their value to the organization, and motivating them to continue great work. In interviews, it was showed that employees feel satisfied and motivated to devote more time to work when recognized at work; in fact, one of the national council board members asserted that;

“.... when workers are happier, they work faster by devoting more hour to work and, importantly. Motivated workers are more efficiency, productive, happier at work, more committed to the vision, better collaborations, and more likely to stay with the organization. Satisfied staff has the power to drive positive change through this organization. Shifting the way staffs view their role and speak about it to their colleagues can translate into more efficiency, productive and loyal teams.....” (Mubiru Shaban pseudo name personal communication, September, 7th 2024).

This implies that connecting with the needs and desires of your workforce and opening up communication with the right intranet measures can not only boost staff culture and morale, but also have a significant impact on retention and daily business operations. Thus, good motivation packages make the staff more productive and efficient.. In support of the above, Hidayat (2020) argued that staff satisfaction is the intangible yet powerful force that facilitates more engaged and productive workplaces. Happier employees are naturally more inclined to do their assigned jobs better and for much longer than dissatisfied counterparts.

In interviews, the study noted that intrinsic motivators allow SU’s staff to provide constructive criticism and allows them to apply feedback; in fact, one of the senior management staff explained that;

“.... I have been helped by my employers to be engaged and happier in my work because I understand the organizational goal and my supervisor gives me prompt feedback on my performance. It provides staff with feedback that fosters growth. Thus, effective, actionable feedback and ultimately leads to stronger organization efficiency. Providing workers with feedback is not about criticism but rather about fostering guidance. Constructive feedback provides the opportunity for staff to know their current stand and how best they can go about with their next assignment hence leading to career development. Positive feedback helps the employee not to waste valuable time, energy or resources. Appreciative feedback and recognition build someone’s sense of being valued.....” (Mukisa Medard pseudo name personal communication, September, 17th 2024).

Another interviewed senior management staff had these to say;

“.....exchanging feedback openly and working in partnership with colleagues is an indicator of mature culture in managing performance and development. Feedback helps staff to identify areas where they excel and aspects that need refinement. In other words, by acknowledging their strengths and recognizing areas for growth, staff can fine-tune their working ability and consistently strive for excellence.....” (Mugenyi Stephen pseudo name personal communication, September, 16th 2024).

This implies that feedback is fundamental to any growth-oriented system. This is vital in order to focus people’s energy and efforts towards achieving goals in the most effective way-providing clarity and alignment. Clearly, Kalagiannidis (2021) added that feedback can either be constructive, that is identifying errors or areas for improvement, or appreciative especially recognizing successes and where someone’s contribution has been valued.

The study also revealed that SU’s staff participates in decision making of this organization.

One of the national council board members had these to say;

“.... employee involvement in decision making is crucial for fostering positive changes in the workplace. It not only helps in overcoming resistance to change but also increases commitment, trust in management, efficiency and productivity.

Empowering SU employees to make day to day decisions in their roles builds trust with colleagues and managers. Enabling staff input into wider business decisions builds support for change....” (Kagyezi Nobert pseudo name personal communication, September, 16th 2024).

This implies that staff being consulted about important workplace decisions can improve an employee’s engagement with their work. Empower staff to make suggestions and implement changes to their daily work processes. Your staff may give you new views and ideas that one would have never thought of. In support of the above, Linda (2016) asserts that employees who have the opportunity to participate in the decision-making process are more likely to accept change and less likely to feel anxious or fearful. Thus, allowing staff input, ensure that organization’s change process is continuous as ascertained by Kaweesa (2022). Staff consultation and involvement in decision making are keys to a successful and productive workplace.

The study revealed that staff found joy and interest in doing their work. One of the interviewed participants had these to say;

“...there is refocusing at work especially after the staff retreats and workshops. I just want to feel joy at work again. I want to feel like myself. I used to be fairly energized. I like what I do, but now-days with limited facilitation, I feel flat and I’m almost dreading the week ahead....” (Muheza Poul pseudo name personal communication, September, 19th 2024).

Another interviewed participant had these to say;

“.....with intrinsic motivators staff are able to serve and work selflessly as these usually feed into the need to accomplish their purpose and leave a lasting legacy for the generations to come...” (Sekito Denis pseudo name personal communication, September, 20th 2024).

This clearly implies that staff just wants to feel joy at work. This is not just an idle need for something fluffy; it is indicated that joy is an emotional response and outlook that's vital to every staff's well-being, cognitive functioning, and performance at work.

However, it was revealed that supervisor doesn't give staff prompt feedback, and the interviewed participants had these to say;

“.... some managers give vague feedback. Most of us (staff) have experienced this challenge at some point. Staff feedback is an opportunity for managers to improve their performance and listen to their team. Such feedback can best be utilized when its two-way street- it's equally vital and valuable to have staff providing feedback for managers. This especially vital given only around 29% of staff say their managers' vision for the future is aligned with the organization and equivalent to 16% of staff say their managers' vision is never or rarely aligned...” (Musa Johnson pseudo name personal communication, September, 23rd 2024).

This means that managers play a critical role in the staff experience. In fact, if manager want to keep his/her workforce engaged and motivated, start holding managers accountable to keep in contact with their teams. This concurs with Mohammed Alshmemri , Lina Shahwam Alel and Phillip Maude (2019) who argued out that managers to provide upward feedback on a regular basis and hold follow-up meetings to build collaborative action plans together; however, failure to do so can result in disengagement, toxic work culture, and even worse.

4.5 Extrinsic Motivation of staff.

The above sub-heading was posed to evaluate SU's extrinsic motivation of staff. The structure was measured using different study variables and four-point Likert scale whose results are shown in Table 4.6.

Table 4.6: The Effects of SU's Extrinsic Motivation of staff.

Statement	Response (n=31)	Extent of (dis)agreement		Mean	Std. Devt
		(f)	(%)		
I am paid a salary that is enough to cover my basic needs.	Strongly Agree Agree Disagree Strongly Disagree Total	0 2 26 3 31	0.0 6.5 83.8 9.7 100%	2	0.813
I get daily meals at my workplace during the working days.	Strongly Agree. Agree. Disagree. Strongly Disagree. Total	0 3 23 5 31	0.0 9.7 74.2 16.1 100%	1.9	0.881
Salary payments are prompt	Strongly Agree. Agree. Disagree. Strongly Disagree. Total	0 5 19 7 31	0.0 16.1 61.3 22.6 100%	1.9	0.710
The office offers weekly allowances	Strongly Agree Agree Disagree Strongly Disagree Total	2 11 13 5 31	6.5 35.5 41.9 16.1 100%	2.3	0.771
I receive regular appraisals from my supervisor for my better performance.	Strongly Agree. Agree. Disagree. Strongly Disagree. Total	1 9 16 5 31	3.2 29 51.6 16.2 100%	2.2	0.652
I receive staff holiday trips which help me to refresh.	Strongly Agree. Agree. Disagree. Strongly Disagree. Total	0 5 17 9 31	0.0 16.2 54.8 29 100%	1.9	0.640
I participate in team building activities with my workmates.	Strongly Agree. Agree. Disagree. Strongly Disagree. Total	5 9 14 3 31	16.2 29 45.2 9.6 100%	2.5	0.721
My salary scale grows with my level of experience and education.	Strongly Agree. Agree. Disagree. Strongly Disagree. Total	0 3 17 11 31	0.0 9.6 54.8 35.6 100%	1.7	0.632
My employer covers my medical expenses.	Strongly Agree. Agree. Disagree.	2 5 15	6.4 16.2 48.4	2	0.710

	Strongly Disagree.	9	29		
	Total	31	100%		

Source: *Primary data, (2024)*

Table 4.6 represents the descriptive statistics on SU’s extrinsic motivation of staff. The study findings showed that 29(93.5%) of the respondents disagreed to the statements that staff are paid a salary that is enough to cover my basic needs (Mean=2 and SD=0.813); and 28(90.3%) of the respondents disagreed with the statement that staff get daily meals at workplace during the working days (Mean=1.9 and SD=0.881), while, 26(83.9%) did not accepted that salary payments are prompt, with the Mean=1.9 and SD=0.710; and lastly, it was also disagreed that the office offers weekly allowances , and this was disagreed by 18(58%) of the respondents, with the Mean=2.3 and SD=0.771.

The second objective was also set to find out how SU’s intrinsic motivation package. Interview schedules were used to solicit information from the national council board members and senior management staffs. These participants were involved in answering interviews.

Feedback from the interviews revealed that, ministry of Scripture union does not have a stipulated extrinsic motivation policy; in fact, one of the senior management staff explained that;

“.....not one that I know of in terms of being written down in ink on paper except salary and encouragement although once in a while staff and volunteers do get some Christmas and or Easter package as a bonus gift from well-wishers through the management....” (Nsereko Denis pseudo name personal communication, September, 14th 2024).

Another interviewed senior management staff had these to say;

“.....if SU implements extrinsic motivation packages, then staff will be motivated to accomplish the set targets hence achieving the organizational goals, improve

engagement and job satisfaction. However, this should be implemented with care and with balance since having concentration on only extrinsic motivation can lead to short term focus and cognitive bias (where employees focus on the reward rather than the task its self)” (Kafeero Arafat pseudo name personal communication, September, 13th 2024).

This implies that since they are not sufficient, staff look demotivated at their work, and don't offer their best. Extrinsic motivators help staff to reflect on their work. They are always concerned about earning better from other sources. In support of the above, Karungi (2016) noted that motivation packages create more passion since lack of motivation kills passion and creativity. When well packaged, it energizes and fuels the staff to do more especially the applauses.

The study noted that extrinsic motivation packages can create an unhealthy focus on money and things that are materialistic over other intrinsic motivations like personal growth and achievement. One of the interviewed national council board member had these to say;

“...there is a staff loan scheme that is extended to staff at a flat interest rate of 5% which is way below the usual market interest rate on loans that is sometimes in excess of 30%. The staff are also entitled to a medical refund of up to Shs.300,000/= . Beyond that, I am not aware of any other stipulate or obligated motivation package except God's blessings and prayer with continued encouragement to serve God who is the rewarder of all who serve Him diligently.....” (Nsereko Muhammed pseudo name personal communication, September, 14th 2024).

This implies that managers and administrators don't motivate staffs to be creative or innovative. They focus on the result instead of the process. SU managers help staffs to know that they are valued, that they are seen and known and their labor is actually appreciated. It also helps them to feel motivated and encouraged to serve and work first for God and then for the ministry/organization.

Feedback from the interviews revealed that performance appraisal encourages staff to have timely preparation for scheduled work activities; in fact, one of the senior management staff explained that;

“.....conducting regular performance appraisal motivates staffs to conduct timely preparation and assessment for the scheduled or planned work activities. It has facilitated staff to reaching out to young souls. I serve within my calling and I fulfill my calling to promote social capital and friends. We promote love, unity and cooperation among the members.....” (Kisitu Arnold pseudo name personal communication, April, 12th 2024).

This clearly indicates that it’s an opportunity for me to serve God through SU. SU has good materials and daily programs to win souls. Correspondingly, performance appraisal helps SU to have clear systems to minister to people of all ages to grow in the word. This concurs with Mohammed Alshmemri , Lina Shahwam Alel and Phillip Maude (2019) who argued that the performance appraisal includes performance rubrics designed to guide self-assessment and reflection based on professional practices.

The results show that job rotation equips teachers with mote administrative and conceptual skills. One of the senior management staff had these to say;

“.... job rotation in SU eliminates boredom, promotes career development, increased staff satisfaction and experience. Rotating jobs can provide staff with fresh new opportunities and responsibilities. It highlights staffs’ strengths; it is worth noting that job rotation specifically identifies what staff can do best. Rotating the role may put a staff in a position that suits them better than the previous one....” (Nsereko Muhammed pseudo name personal communication, April, 17th 2024).

This implies that job rotation for staff and their fellow workers increase new skills and as a result, sends a message that the SU encourages professional development. If a staff feels

like this is a core value of the SU they work for, then, they might be more aligned with the SU culture and not feel the need to move.

The study revealed that overtime allowances encourage SU staff to devote more time to work; in fact, one of the national council board members explained that;

“.....overtime allowances encourage SU staff to become more flexible and develop ability to deal with bottlenecks like staff shortage to handle all outreach activities. It allows SU leaders to quickly respond to short-term variations in workload or staffing while only having to pay for the time needed....” (Ssenyonyi Sadak pseudo name personal communication, September, 17th 2024).

This implies that overtime offers SU leaders critical flexibility in staffing, while teachers can benefit from additional payment for the additional time worked out. But while overtime is commonly used across the SU, in practice it's not always clear who is entitled to overtime pay and how this should be calculated.

The study further revealed that public praise motivates SU staffs to get satisfied at work.

The interviewed national council board member had this to say;

“.... the interesting fact is that many different departments in our SU have varying cultures when it comes to praising staff and rewarding impressive performance. Praising staff publicly either in boardroom or any function within SU premises, motivate that particular staff and colleagues to work even more-harder. Someone feel satisfied with the service he/she is providing, thus leading to high job commitment....” (Nuhu Mbogo Kalema pseudo name personal communication, September, 13th 2024).

This implies that public praises like a higher paycheck make SU staffs more committed at work. Therefore, praising SU staffs makes them feel valued and they shall become happier and more productive.

Another interviewed senior management staff had these to say;

“.... rewarding SU staff for their hand work through recognition and other form of rewards can be a fine line to walk at times. Some staff may be uncomfortable in the spotlight, particularly if the attention comes from SU administration. However, rewarding SU staff properly creates an atmosphere of encouragement and recognition for the entire staff.....” (Ssepebwa Asman pseudo name personal communication, September, 22nd 2024).

Clearly noted that receiving regular praise increase SU staff individual productivity, engagement among their colleagues, receive higher loyalty and satisfaction scores. There is nothing better than knowing that SU staff efforts are appreciated. It is great to have SU staff efforts recognized not only a one-to-one level but in front of others. This concurs with Nkata (2023) who stated that public praise can be quick and easy and is a great way to spread appreciation, motivation and boost engagement.

Lastly, it is finally revealed that when extrinsically motivated, SU staff engages in activities that interest them, and they do so freely, with a full sense of volition and without the necessity of material rewards or constraints. Staffs who are extrinsically motivated feel that they are doing an activity because they have chosen to do so voluntarily and because the activity represents a challenge to their existing competencies and require them to use their creative capabilities as ascertained by Nampa (2022). This kind of motivation is considered to be highly self-determined in the sense that the reason for doing the activity is linked solely to the individual’s positive feelings while performing the task.

4.6 The Challenges SU Faces in Motivating its Staff.

The above sub-heading was posed to finding out the challenges SU faces in motivating its staff. The structure was measured using different study variables and four-point Likert scale whose results are shown in Table 4.9.

Table 4.9: The challenges SU faces in motivating its staff.

Statement	Response (n=31)	Extent of (dis)agreement		Mean	Std. Devt
		(f)	(%)		
Because of the limited financial muscle, the ministry is constrained to have well documented motivation policies that are well followed through.	Strongly Agree Agree Disagree Strongly Disagree Total	9 20 2 0 31	29.1 64.5 6.4 0.0 100%	3.2	0.785
Su lacks an HR department that is supposed to be fully responsible for the welfare of staff.	Strongly Agree. Agree. Disagree. Strongly Disagree. Total	7 16 8 0 31	22.6 51.6 25.8 0.0 100%	3	0.791
Lack of or un updated motivation policy	Strongly Agree. Agree. Disagree. Strongly Disagree. Total	10 15 6 0 31	32.2 48.4 19.4 0.0 100%	3.1	0.716
SU not prioritizing it's staff, that is, poor performance recognition	Strongly Agree Agree Disagree Strongly Disagree Total	3 13 9 6 31	9.6 41.9 29.1 19.4 100%	2.4	0.778
Lack of a healthy relationship between leadership and staff where they can find out the challenges the staff are going through.	Strongly Agree. Agree. Disagree. Strongly Disagree. Total	5 14 7 5 31	16.1 45.2 22.6 16.1 100%	1.7	0.677
SU staff experience lack of feedback and recognition	Strongly Agree. Agree. Disagree. Strongly Disagree. Total	6 15 8 2 31	19.4 48.4 25.8 6.4 100%	2.8	0.669
SU staff experience lack of poor means of transport	Strongly Agree. Agree. Disagree. Strongly Disagree. Total	5 15 7 4 31	16.1 48.4 22.6 12.9 100%	2.7	0.781
Lack of proper job description to SU staff	Strongly Agree. Agree. Disagree. Strongly Disagree. Total	4 13 9 5 31	12.9 41.9 29 16.2 100%	2.5	0.612
Undermining from people we gone to serve.	Strongly Agree. Agree. Disagree.	2 7 15	6.4 22.6 48.4	2.3	0.751

	Strongly Disagree.	7	22.6		
	Total	31	100%		

Source: *Primary data (2024)*

Table 4.9 represents the descriptive statistics on the challenges SU faces in motivating its staff. The study findings showed that 29(93.6%) of the respondents accepted to the statements that because of the limited financial muscle, the ministry is constrained to have well documented motivation policies that are well followed through (Mean=3.2 and SD=0.835); and 23(74.2%) of the respondents accepted with the statement that SU lacks an HR department that is supposed to be fully responsible for the welfare of staff (Mean=3 and SD=0.791); and 25(80.6%) accepted that lack of or un updated motivation policy, with the Mean=3.1 and SD=0.716; however, it was accepted that SU not prioritizing it’s staff, that is, poor performance recognition, and this was accepted by 16(51.5%) of the respondents, with the Mean=2.4 and SD=0.778.

The third objective was also set to find out the challenges SU faces in motivating its staff. Interview schedules were used to solicit information from the national council board members and senior management staff. These participants were involved in answering interviews.

Feedback from the interviews revealed that because of the limited financial muscle, the ministry is constrained to have well documented motivation policies that are well followed through; in fact, one of the senior management staff explained that;

“.....the ministry experiences limited financial resources to cater for all planned activities. Staff experiences lack of stable funding, hence no stable incomes. This have eventually led to delays in accomplishing the scheduled work activities or programs and experiencing shortage of materials needed to do ministry....” (Kafero Arafat pseudo name personal communication, September, 12th 2024).

This implies that the SU always have inadequate financial base to adequately cater for the motivation of staff. SU experience issue of limited budgeting for staff' motivation, and this could be as a result of inadequate financial base to cater for the planned activities. Extra motivation of SU staff gets little money planned for that purpose. Thus, Nampa (2022) noted that limited financial resources have several effects. Organizations with scarce financial resources tend to focus on urgent needs and engage in more discretionary spending, borrowing, and investing.

The study revealed that SU lacks an HR department that is supposed to be fully responsible for the welfare of staff, and one of the interviewed senior management staff had these to say;

“.....SU lacks functional human resource department and policy to oversee the general staff welfare, including giving staff feedback and recognition. Lack of feedback and recognition limits employees to know how they are doing, what they can improve and how they are valued. SU leadership has failed using various forms of recognition such as praise, rewards or opportunities to boost staff effectiveness.....”
(Nsereko Muhammed pseudo name personal communication, September, 14th 2024).

This clearly implies that a human resource department is in charge of keeping staff safe, healthy and satisfied. However, with weak HR management, workplace policies fail to keep up with necessary protective measures and implementation and also fail to provide solutions to issues between team members, minimizing SU risks and its employees.

The results show that weak SU administration has remained a challenge to having proper staff facilitation. One of the national council board members had these to say;

“.... facilitation of SU staff has remained characterized by gaps, and this has been attributed to weaknesses in SU administration. If a staff is motivated, they shall work harder to achieve good results whilst giving learners the impression that they are interested and care about what they do. This is better for their beneficiaries and for

the reputation of the SU. However, lack of streamlined SU administration limits the motivation of staff....” (Kafero Johnson pseudo name personal communication, September, 14th 2024).

This implies that weak SU administration drives staff to be pleased or motivated to achieve exceptional performance. SU administration lack ability to provide adequate resources like bonuses, rewards, good communication, moral support, and an increment in salaries to ensure quality work environment. SU administrators lack motivation strategy; yet, motivation is the key success in organization, and it empowers staff to work with an affection that contributes to the accomplishment of hierarchical objectives.

The study revealed that lack of a healthy relationship between leadership and staff where they can find out the challenges the staff are going through. Another national council board member noted;

“...SU experience lack of stakeholder collaboration. Stakeholders do not adequately coordinate and collaborate as a team to mobilize resources for staff facilitation. They rarely seat together to harmonize on the issues at hand especially mobilization of financial resources to cater for the motivation gaps in SU....” (Kafero Arafat pseudo name personal communication, September, 12th 2024).

This implies that lack of SU stakeholders’ collaboration limits their ability to mobilize financial resources, skills and knowledge concerning facilitation of staffs. Different stakeholders have different priorities, thus become of difficult for them to coordinate. More factors ranging from lack of knowledge and poor management undermine stakeholder collaboration within Scripture Union Uganda. We have continued experiencing conflicting priorities and this commonly happens when stakeholders have different priorities based on their roles, responsibilities and organizational goals. Also, this can arise as a result of differing views and opinions on some aspects of the programs. These conflicting priorities can lead to delays and disagreements in program implementation as noted (Nabulya, 2018).

The study further noted that lack of motivation policy limit SU staff to perform better, and one of the interviewed senior management staff had these to say;

“..... lack of motivation among SU staff can vary widely, but the cost of lost motivation can be high. Motivation encourages SU staff to work hard and do a good job. Loss of motivation discourages SU staff from working hard and doing a good job. So, it certainly makes sense that SU should do everything in their power to motivate staff. Yet workers are leaving their job to droves, and motivation (or lack thereof) appears to have a lot of to do with it.....” (Higenyi Ramazan pseudo name personal communication, September, 7th 2024).

This implies that the problem with lack of motivation is that it increases turnover and reduces operation efficiency. This can lead to loss of energy and morale at work in turn leading to loss of balance in the workforce and work allocation. This concurs with Olushola and Adewumi (2021) who noted that lack of motivation also affects staff health. Depression and fatigue can then lead to increased absenteeism.

Lastly, the study noted that SU staff experience lack of poor means of transport, and one of the interviewed participants had these to say;

“.... there is insufficient transport means. There is presence of old vehicles that hinder movement of SU workers within the organization. We have continued to experience mechanical breakdown in our routes to the field.....” (Kafero Ali pseudo name personal communication, September, 3rd 2024).

This implies that SU staff experience lack of proper transport means to the field. They always use old vehicles, sometimes experiencing mechanical problems along the way. The few available vehicles being in a sorry state limit staff to travel to upcountry destinations. Sometimes, they delay along the way thus failing to accomplish the workload as planned as ascertained by Nimurugi (2020).

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMEDATIONS

5.0 Introduction

This chapter therefore contains the summary of findings, discussion of findings, conclusion and recommendations of the study. These follow the sequence of research questions as developed from the research objectives. This chapter presents the discussions and interpretations of findings of the study and these are presented according to the findings in chapter four. The areas for further study are equally presented in this chapter.

5.1 Summary of Findings

A staff of Scripture Union Uganda who is intrinsically motivated may be observed to undertake a task for its own sake, for the satisfaction it provides or for the feeling of accomplishment and self-actualization. On the other hand, an extrinsically motivated SU's staff may perform the activity/duty in order to obtain some reward such as salary. Staff extrinsic motivation had also strong and significant positive effects on their intrinsic motivation.

Extrinsic motivation, in contrast to extrinsic motivation, requires an additional support in form of encouragement or verbal rewards, so satisfaction comes not from the activity itself but rather

from the extrinsic consequences to which the activity leads. That is, the behavior is not performed for its own sake, but instead to receive a reward or to avoid some punishment once the behavior has ended. Initial conceptualizations viewed intrinsic and extrinsic motivation as being invariantly antagonistic. Intrinsic motivation was considered self-determined, whereas extrinsic motivation was thought to reflect a lack of self-determination.

5.2 Conclusions

Conclusions of these study have been made according to the research objectives as shown below:

5.2.1 Intrinsic Motivation of Staff.

The above study theme of evaluating SU's intrinsic motivation of staff; and these ranges from:

The study noted that recognition of staff raises satisfaction and motivates them to devote more of their time to work; and this concurs with Amabile et al. (2023) who argued that recognition help workers see that their organization values them and their contributions to the success of their team and the organization overall. The intrinsic motivators have helped me to become more productive in my service at SU. Similarly, Atwebembeire et al. (2018) noted that employees build a sense of security in their value to the organization, and motivating them to continue great work. Intrinsic motivators have a profound impact on staff as they tap into ones' inner drives and desires leading to things like increased job satisfaction, better quality work etc. if scripture union focuses on them, it will create a work environment that encourages staff to perform at their best.

This implies that when staffs get recognized for the work done, it eventually boosts their ability at work. It energizes, directs and sustains what staffs do, turning the wheels of effort and perseverance. When these staffs are properly motivated, they see daily duties not as a job, but as a mission or calling. It enhances their satisfaction and motivates them to devote more of their time to daily work activities. Recognition raises staffs' satisfaction. By strategically offering praise and recognition, administrators not only validate the individual efforts of their employees but also inspire them to set and reach higher goals.

The study noted that employees feel satisfied and motivated to devote more time to work when recognized at work. In support of the above, Hidayat (2020) argued that staff satisfaction is the intangible yet powerful force that facilitates more engaged and productive workplaces. When workers are happier, they work faster and devote more hours to work hence high productivity rate. Motivated workers are more efficiency, productive, happier at work, more committed to the vision, better collaborations, and more likely to stay with the organization. Kalagiannidis (2021) added that satisfied staff has the power to drive positive change through this organization. Shifting the way staffs view their role and speak about it to their colleagues can translate into more efficiency, productive and loyal teams. This implies that connecting with the needs and desires of your workforce and opening up communication with the right intranet measures can not only boost staff culture and morale, but also have a significant impact on retention and daily business operations. Thus, effective performance management is essential for high motivation and high performance.

The study noted that intrinsic motivators allow SU's staffs to provide constructive criticism and allows them to apply feedback. Clearly, Kalagiannidis (2021) added that feedback can either be constructive, that is identifying errors or areas for improvement, or appreciative especially recognizing successes and where someone's contribution has been valued.

Effective, actionable feedback and ultimately leads to stronger organization efficiency. Providing workers with feedback is not about criticism but rather about fostering guidance.

Constructive feedback provides the opportunity for ongoing performance improvement. It prevents performance from going off track or becoming misaligned, wasting valuable time, energy or resources. Appreciative feedback and recognition build someone's sense of being valued. Besides, Hidayat (2020) argued that exchanging feedback openly and working in partnership with colleagues is an indicator of mature culture in managing performance and development. Feedback helps staff to identify areas where they excel and aspects that need refinement. This implies that feedback is fundamental to any growth-oriented system. This is vital in order to focus people's energy and efforts towards achieving goals in the most effective way-providing clarity and alignment. In other words, by acknowledging their strengths and recognizing areas for growth, staff can fine-tune their working ability and consistently strive for excellence.

The study noted that SU's staffs participates in decision making of this organization. In support of the above, Linda (2016) asserts that employees who have the opportunity to participate in the decision-making process are more likely to accept change and less likely to feel anxious or fearful. Thus, allowing staff input, ensure that organization's change process is continuous as ascertained by Kaweesa (2022). Staff consultation and involvement in decision making are keys to a successful and productive workplace. Staff being consulted about important workplace decisions can improve an employee's engagement with their work. Empower staff to make suggestions and implement changes to their daily work processes. This implies that employee involvement in decision making is crucial for fostering positive changes in the workplace. It not only helps in overcoming resistance to change but also increases

commitment, trust in management, efficiency and productivity. Empowering SU employees to make day to day decisions in their roles builds trust with colleagues and managers.

The study noted that staff found joy and interest in doing their work. This concurs with Mohammed Alshmemri , Lina Shahwam Alel and Phillip Maude (2019) who argued out with intrinsic motivators staff are able to serve and work selflessly as these usually feed into the need to accomplish their purpose and leave a lasting legacy for the generations to come. This clearly implies that staff just wants to feel joy at work. This is not just an idle need for something fluffy; it is indicated that joy is an emotional response and outlook that's vital to every staff well-being, cognitive functioning, and performance at work. However, the study noted that supervisor doesn't give staff prompt feedback. This concurs with Mohammed Alshmemri , Lina Shahwam Alel and Phillip Maude (2019) who argued out that managers to provide upward feedback on a regular basis and hold follow-up meetings to build collaborative action plans together; however, failure to do so can result in disengagement, toxic work culture, and even worse.

This implies that some managers give vague feedback. Most of us (staff) have experienced this challenge at some point. Staff feedback is an opportunity for managers to improve their performance and listen to their team. Such feedback can best be utilized when its two-way street- it's equally vital and valuable to have staff providing feedback for managers. Managers play a critical role in the staff experience. In fact, if manager want to keep his/her workforce engaged and motivated, start holding managers accountable to keep in contact with their teams.

5.2.2 Extrinsic Motivation of Staff.

The above study theme of evaluating SU's extrinsic motivation of staff; and these ranges from:

The study noted that ministry of Scripture union does not have a stipulated extrinsic motivation policy. In support of the above, Karungi (2016) noted that motivation packages create more passion since lack of motivation kills passion and creativity. When well packaged, it energizes and fuels the staff to do more especially the applauses. However, if SU implements extrinsic motivation packages, then staff performance will be boosted in such a way that there will be higher productivity of staff, improved engagement, job satisfaction. However, this should be implemented with care and with balance since having concentration on only extrinsic motivation can lead to short term focus and cognitive bias (where employees focus on the reward rather than the task its self). This implies that since they are not sufficient, staff look demotivated at their work, and don't offer their best. Extrinsic motivators help staffs to reflect on their work. They are always concerned about earning better from other sources.

The study noted that extrinsic motivation packages can create an unhealthy focus on money and things that are materialistic over other intrinsic motivations like personal growth and achievement. This concurs with Nampa (2022) who argued that managers and administrators don't motivate staff to be creative or innovative. They focus on the result instead of the process. SU managers help staff to know that they are valued, that they are seen and known and their labor is actually appreciated. This implies that extrinsic motivation packages help them to feel motivated and encourage them to serve and work first for God and then for the ministry/organization.

The study noted that performance appraisal encourages staff to have timely preparation for scheduled work activities. This concurs with Mohammed Alshmemri , Lina Shahwam Alel and Phillip Maude (2019) who argued that the performance appraisal includes performance rubrics designed to guide self-assessment and reflection based on professional practices.

Indeed, Nimurugi (2020) noted that conducting regular performance appraisal motivates staffs to conduct timely preparation and assessment for the scheduled or planned work activities. It has facilitated staff to reaching out to young souls. This clearly indicates that it's an opportunity for me to serve God through SU. SU has good materials and daily programs to win souls. Correspondingly, performance appraisal helps SU to have clear systems to minister to people of all ages to grow in the word.

The results noted that job rotation equips teachers with mote administrative and conceptual skills. This concurs with Nabulya (2018) who argued that job rotation for staff and their fellow workers new skills and as a result, sends a message that the SU encourages professional development. If a staff feels like this is a core value of the SU they work for, then, they might be more aligned with the SU culture and not feel the need to move as ascertained by Nickerson (2023). This implies that job rotation in SU eliminates boredom, promotes career development, increased staff satisfaction and experience. Rotating jobs can provide staff with fresh new opportunities and responsibilities. It highlights staffs' strengths; it is worth noting that job rotation specifically identifies what staff can do best.

The study noted that overtime allowances encourage SU staff to devote more time to work; and this concurs with Nkumbo (2022) who noted that overtime offers SU leaders critical flexibility in staffing, while teachers can benefit from additional payment for the additional time worked out. But while overtime is commonly used across the SU, in practice it's not always clear who is entitled to overtime pay and how this should be calculated. This implies that overtime allowances encourage SU staff to become more flexible and develop ability to deal with bottlenecks like staff shortage to handle all outreach activities. It allows SU leaders

to quickly respond to short-term variations in workload or staffing while only having to pay for the time needed.

The study further noted that public praise motivates SU staff to get satisfied at work. This concurs with Nyakaro (2015) who argued that public praises like a higher paycheck makes SU staff more committed at work. Therefore, praising SU staff makes them feel valued and they shall become happier and more productive. This implies the interesting fact that many different departments in our SU have varying cultures when it comes to praising staff and rewarding impressive performance. Praising staff publicly either in boardroom or any function within SU premises, motivate that particular staff and colleagues to work even more-harder.

The study noted that rewarding SU staff for their hand work through recognition and other form of rewards can be a fine line to walk at times. This concurs with Nkata (2023) who stated that public praise can be quick and easy and is a great way to spread appreciation, motivation and boost engagement. Clearly noted that receiving regular praise increase SU staff individual productivity, engagement among their colleagues, receive higher loyalty and satisfaction scores. There is nothing better than knowing that SU staff efforts are appreciated. It is great to have SU staff efforts recognized not only a one-to-one level but in front of others. This implies that some staff may be uncomfortable in the spotlight, particularly if the attention comes from SU administration. However, rewarding SU staff properly creates an atmosphere of encouragement and recognition for the entire staff.

Lastly, the study noted that when extrinsically motivated, SU staff engages in activities that interest them, and they do so freely, with a full sense of volition and without the necessity of material rewards or constraints. Staffs who are extrinsically motivated feel that they are doing an activity because they have chosen to do so voluntarily and because the activity represents a

challenge to their existing competencies and require them to use their creative capabilities as ascertained by Nampa (2022). This kind of motivation is considered to be highly self-determined in the sense that the reason for doing the activity is linked solely to the individual's positive feelings while performing the task.

5.2.3 The Challenges SU Faces in Motivating its Staff.

The above study theme of finding out the challenges SU faces in motivating its staff.; and these ranges from:

The study noted that because of the limited financial muscle, the ministry is constrained to have well documented motivation policies that are well followed through. This concurs with Nampa (2022) who noted that limited financial resources have several effects. Organizations with scarce financial resources tend to focus on urgent needs and engage in more discretionary spending, borrowing, and investing.

Similarly, Nkumbo (2022) who argued that the ministry experience limited financial resources to cater for all planned activities. Staffs experience lack of stable funding, hence no stable incomes. These have eventually led to delays in accomplishing the scheduled work activities or programs and experiencing shortage of materials needed to do ministry. This implies that the SU always have inadequate financial base to adequately cater for the motivation of staff. SU experience issues of limited budgeting for staff motivation, and this could be as a result of inadequate financial base to cater for the planned activities. Extra motivation of SU staffs gets little money planned for that purpose.

The study noted that SU lacks an HR department that is supposed to be fully responsible for the welfare of staffs, and this concurs with Nampa (2022) who argued that a human resource department is in charge of keeping staffs safe, healthy and satisfied. However, with weak HR management, workplace policies fail to keep up with necessary protective measures and implementation and also fail to provide solutions to issues between team members, minimizing SU risks and its employees as ascertained by Nabulya (2018). This implies that SU lacks functional human resource department and policy to oversee the general staff welfare, including giving staff feedback and recognition. Lack of feedback and recognition limits employees to know how they are doing, what they can improve and how they are valued. SU leadership has failed using various forms of recognition such as praises, rewards or opportunities to boost staff effectiveness.

The results noted that weak SU administration has remained a challenge to having proper staff facilitation. This concurs with Nzowa (2020) who argued that weak SU administration drives staff to be pleased or motivated to achieve exceptional performance. SU administration lack ability to provide adequate resources like bonuses, rewards, good communication and an increment in salaries to ensure quality work environment. More so, Nyakaro (2015) noted that SU administrators lack motivation strategy; yet, motivation is the key success in organization, and it empowers staffs to work with an affection that contributes to the accomplishment of hierarchical objectives. This implies that facilitation of SU staff has remained characterized by gaps, and this has been attributed to weaknesses in SU administration. If a staff is motivated, they shall work harder to achieve good results whilst giving learners the impression that they are interested and care about what they do. This is better for their beneficiaries and for the reputation of the SU. However, lack of streamlined SU administration limits the motivation of staff.

The study noted that lack of a healthy relationship between leadership and staff where they can find out the challenges the staffs are going through. This concurs with Nimurugi (2020) who argued that lack of SU stakeholders' collaboration limits their ability to mobilize financial resources, skills and knowledge concerning facilitation of staff. Different stakeholders have different priorities, thus become difficult for them to coordinate. More factors ranging from lack of knowledge and poor management undermine stakeholder collaboration within Scripture Union Uganda. Also, this can arise as a result of differing views and opinions on some aspects of the programs. These conflicting priorities can lead to delays and disagreements in program implementation as ascertained by Nabulya (2018). This implies that SU experience lack of stakeholder collaboration. Stakeholders do not adequately coordinate and collaborate as a team to mobilize resources for staff facilitation. They rarely seat together to harmonize on the issues at hand especially mobilization of financial resources to cater for the motivation gaps in SU.

The study further noted that lack of motivation policy limit SU staffs to perform better, and this concurs with Nabulya (2018) who argued that the problem with lack of motivation is that it increases turnover and reduces operation efficiency. This can lead to loss of energy and morale at work in turn leading to loss of balance in the workforce and work allocation. Similarly, Olushola and Adewumi (2021) who noted that lack of motivation also affects staff health. Depression and fatigue can then lead to increased absenteeism. This implies that lack of motivation among SU staff can vary widely, but the cost of lost motivation can be high. Motivation encourages SU staff to work hard and do a good job. Loss of motivation discourages SU staff from working hard and doing a good job. So, it certainly makes sense that SU should do everything in their power to motivate staff.

Lastly, the study noted that SU staff experience poor means of transport. This concurs with Nakacwa (2021) who argued that SU staff experience lack of proper transport means to the field. They always use old vehicles, sometimes experiencing mechanical problems along the way. The few available vehicles being in a sorry state limit staff to travel to upcountry destinations. Sometimes, they delay along the way thus failing to accomplish the workload as planned as ascertained by Nimurugi (2020). This implies that there is insufficient transport means. There is presence of old vehicles that hinder movement of SU workers within the organization. We have continued to experience mechanical breakdown in our routes to the field.

5.3 Conclusions

In view of the study findings, a number of conclusions were made from the findings and discussion above in chapter four, the following conclusions were drawn.

Basing on the objective one, it is concluded that SU's intrinsic motivation has a significant impact on the staff wellbeing and their rate of productivity. Therefore, the presence of intrinsic motivation packages highly increases the level of productivity since this creates a sense of belonging in the staff.

Reference to objective two, it is concluded that SU's extrinsic motivation has a significant impact on staff wellbeing and productivity. Therefore, the extrinsic motivation affects how the staff value the value of their services in comparison to the money paid and other staff in the organization.

Lastly, it is concluded that lack of updated motivation policy, financial constraints, SU lacks an HR department, SU staffs experience poor means of transport, and SU staffs experience

lack of feedback and recognition; these are the major challenges SU faces in motivating its staff.

5.4 Policy Recommendations for Action

From the findings of the study, the following recommendations were made;

Basing on the study findings, the study recommends that the ministry needs to invest in providing housing and transportation facilities for all her staffs. The SU Ministry also needs to make deliberate efforts to sponsor its staff who wish to further their studies.

The study recommends that there is need for Scripture Union Uganda to get financial assistance from the international donors and local partners so as to still increase facilitation for staffs to enhance their commitment at work. SU's staffs should be paid for the extra time spent on the field study work so as to make them feel well at work.

The study recommends that the ministry should also give additional salary packages for those who renew their contracts. The SU Ministry needs to establish end of year awards packages for the best performing staff each year.

The study recommends that there is need for refresher courses to the SU staffs so as to equip them with new skills required at work places for effective workload coverage and enhance performance and job commitment. This improves on the wellbeing of the people who serve through it both staffs and volunteers.

The study recommends that there is need for more training and treats to SU employees and volunteers. Several internal workshops should be organized and advised to share the program

online. Orientation of the volunteers in the available resources is of paramount importance. Indeed, more volunteers should be recruited in the departments and regions.

The study recommends that the intensive monitoring is required because there are some areas that staff visits once or twice in a year. The SU ministry should find a way to support committed volunteers who are not financially stable.

5.5 Areas of Further Research

The researcher carried this study in order to Evaluate the intrinsic and extrinsic motivation of staff: A Case Study of Scripture Union Uganda”, but the study was not exhaustive owing to constraints in terms of scope, time and finance. Further research is therefore needed in areas such as;

1. Choice experiment, ANOVA, regression model and Pearson’s Correlation can be used instead of Thematic Content Analysis in a further study.
2. The Effect of Continuous Staff Development on Staffs’ Performance in Scripture Union in Uganda.
3. Need for a comparative study about the motivation policy and staff performance in other parts of Uganda, so as to compare with the results got from Scripture Union Uganda and have a better ground for recommendation.

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APPENDICES

APPENDIX A: SAMPLE SIZE DETERMINATION TABLE

<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

APPENDIX B: INFORMED CONCENT FORM

TOPIC: EVALUATION OF INTRINSIC AND EXTRINSIC MOTIVATION OF STAFF: A CASE STUDY OF SCRIPTURE UNION, UGANDA

I..... have agreed to take part in the study of Evaluation of Intrinsic and Extrinsic motivation of staff: A Case Study of Scripture Union, Uganda” I have understood the purpose and the methods to be used in the study and agreed without being coursed or forced.

Confidentiality: Your answers will be taken generally as a contribution from one member of the participants. The answers will be treated in confidence and used for purposes of this study only. It is not necessary that you give your name and nobody will be allowed access to the questionnaires used as they will be immediately collected and kept by the principal investigator only.

Voluntary Consent: You are free to choose whether you should take part in this study or not. You will not be persecuted in any way for declining to take part in the study neither will it affect you at work place. We shall only proceed beyond this point if you accept to take part in the study. You are also free to stop at any stage of the study if you feel uncomfortable. If you have any questions about the study now or at any time during the study, you may contact the principal investigator: Kyakwita Imaculate, on Telephone -----

Consent Statement: I have been informed about the study on the “Evaluation of Intrinsic and Extrinsic Motivation of staff: A Case Study of Scripture Union, Uganda”. The purpose and nature of the study, the benefits and risks have been explained to me. I have been informed that the information given will be kept confidential and that participation in the study is voluntary and that no consequences will result if I refuse to participate or withdraw from the study.

Sign : ----- Date : -----
Or thumb print : ----- Date : -----

APPENDIX C: QUESTIONNAIRE

Dear Participants

I am Kyakwita Imaculate, a student of Uganda Christian University, pursuing a Master of Arts in Organizational Leadership and Management. This questionnaire is designed to Evaluate the intrinsic and extrinsic motivation of staff: A Case Study of Scripture Union, Uganda”. Because you are the one who can give the correct picture, I am requesting you to respond to the questionnaire frankly and honestly. Only the members of the research team will access the information you give. The researcher will be grateful if you could spare a few minutes to complete this questionnaire. Thank you very much for your time and co-operation.

Section A. Background data

Part A

GENERAL INFORMATION

Age:

18- 27	28-37	38-47	48-above

Education background:

Secondary (s.4 – s.6)	Certificate	Diploma	Degree	Masters	PHD

Sex:

male	female

Religion

Anglican	Catholic	Pentecostal	Other(specify)

Marital status:

single	Cohabiting	married	divorced	Widow(er)

Section B:

Instructions

In this part and the part that follows, you are required to tick the most appropriate option applicable to you.

You are request to apply a tick where you see a more applicable option.

Strongly Agree (4), Agree (3), Disagree (2), Strongly Disagree (1)

1. Intrinsic Motivation (internal rewards)

Tick the most appropriate response with 4 for strongly agree, 3 for agree, 2 for disagree and 1 for strongly disagree.

No	Statement	Strongly agree (4)	Agree (3)	Disagree (2)	Strongly disagree (1)
1	I feel satisfied and motivated to devote more time to work when recognized at work				
2	I feel motivated taking on new challenge.				
3	My supervisor gives me prompt feedback.				
4	The employees are recognized for their performance.				
5	I find it easy to go to any of the regions for ministry purpose.				
6	My contribution at the workplace is well recognized by my employer.				
7	I have a chance for promotion and growth of my career.				
8	I participate in decision making of this organization.				
9	I find joy and interest in doing my work.				

Part C

Extrinsic motivation

Please choose where its most appropriate where 4 you strongly agree, 3 you agree, 2 you disagree and 1 you strongly disagree.

No	Statement	Strongly agree (4)	Agree (3)	Disagree (2)	Strongly disagree (1)
1	I am paid a salary that is enough to cover my basic needs.				
2	I get daily meals at my workplace during the working days.				
3	Salary payments are prompt				
4	The office offers weekly allowances				
5	I receive regular appraisals from my supervisor for my better performance.				
6	I receive staff holiday trips which help me to refresh.				
7	I participate in team building activities with my workmates.				
8	My salary scale grows with my level of experience and education.				
9	My employer covers my medical expenses.				

Part D

The Challenges SU Faces in Motivating its Staff to Perform Better

Please choose where its most appropriate where 4 you strongly agree, 3 you agree, 2 you disagree and 1 you strongly disagree.

No	Statement	Strongly agree (4)	Agree (3)	Disagree (2)	Strongly disagree (1)
1	Because of the limited financial muscle, the ministry is constrained to have well documented motivation policies that are well followed through.				
2	Su lacks an HR department that is supposed to be fully responsible for the welfare of staff.				
3	Lack of or un updated motivation policy				
4	SU not prioritizing its staff, that is, poor performance recognition				
5	Lack of a healthy relationship between leadership and staff where they can find out the challenges the staff are going through.				
6	SU staff experience lack of feedback and recognition				
7	SU staff experience lack of poor means of transport				
8	Lack of proper job description to SU staff				
9	Undermining from people we gone to serve.				

THANK YOU FOR YOUR COOPERATION

APPENDIX D: INTERVIEW GUIDE

Interview Questions

- 1. In your view, what does the ministry of Scripture Union do to maintain their uniqueness throughout all the regions?

- 2. Does the ministry of Scripture union have a stipulated motivation policy?

- 3. What packages do you give to the staff to keep them motivated?

- 4. Are the staff of scripture union aware of the motivation policy?

- 5. What challenges does the ministry of scripture union find in motivating their staff?

- 6. What can the ministry do to improve the performance of their staff?

THANK YOU FOR YOUR COOPERATION

APPENDIX E: FOCUS GROUP DISCUSSION GUIDE

Focus groups

1. What makes you happy about serving with scripture union Uganda?
2. Share a testimony of God transforming your life through the ministry of scripture union.
3. Mention three areas you wish the ministry can work on for your better performance.
4. What skills do you need to train for your better performance?
5. Share some of the challenges you have faced while serving with Scripture union.
6. How best do you want to improve the staff performance?
7. How best do think motivation of staff can be improved?

Thank you for your Co-operation

APPENDIX F: INTRODUCTORY LETTER



**UGANDA CHRISTIAN
UNIVERSITY**

A Centre of Excellence in the Heart of Africa

September 18th, 2023

To Whom It May Concern;

Dear Sir/Madam,

RE: STUDENT RESEARCH AND PROJECT WORK

**NAME: KYAKWITA Imaculate
ACCESS NUMBER: A88994
REGISTRATION NUMBER:**

The above named is a student of Master of Arts in Organizational Leadership and Management (UG-UCU-22 cohort) at Uganda Christian University with the School of Business during the second year of study.

Besides attendance of theory lectures, the student is required to demonstrate abilities in applying the acquired knowledge by conducting research and writing a project paper on a Leadership problem/situation in Uganda.

The research topic: **Impact of Scripture Union Motivation Policy on Staff Performance.**

By this letter, we are requesting you to assist the student herewith and avail the information requested or participate in surveys.

Your participation will be greatly appreciated.

Yours sincerely,

Magoba Dorcas
Coordinator, Master of Arts in Organizational Leadership and Management
UCU, School of Business

A Complete Education for A Complete Person

P.O. Box 4, Mukono, Uganda, Plot 67-173, Bishop Tucker Road, Mukono Hill, Tel: +256 (0) 312 355 0800, Web: www.ucu.ac.ug
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