

Motivation of human resources in Greater Bushenyi Districts Local Governments**Deuseddit Byabashaija**

Kampala International University, Uganda

***Corresponding Author:**

Deuseddit Byabashaija

Email: dbyabashaija@gmail.com

Abstract: This research article correlates the effect of motivation of human resources on synergy of Greater Bushenyi Districts Local Government (GBDLG). Employing descriptive research design, a structured questionnaire and an interview guide were utilized to garner data which was used to answer the research question on how motivation of human resources contributes to synergy in local governments of Greater Bushenyi Districts. Data was analyzed with the help of frequencies, percentages, means, Fisher's one way analysis of variance (ANOVA), Pearson Linear correlation coefficient (PLCC) and Regression analysis. The support of motivation of human resources to synergy was satisfactory. Synergy in GBDLG was satisfactory: bench marking, democracy and empowerment. Motivation of human resources was found to be significantly associated with synergy. It was resolved that motivation of human resources positively and significantly affects synergy in GBDL. The researcher recommends in a sense that government should encourage equal employment opportunities in terms of motivation of human resources, ensure flexibility in rules and regulations; train employees, foster synergy, reduce interference or domination by central government in district affairs; ensure free and fair elections and increase funding for local governments.

Keywords: Synergy, motivation of human resources, discrimination, local governments, Uganda

INTRODUCTION

The founders of the American constitution in 1787 resolved that local governments in the United States should be under the control, loosely under the control of the states, and not the federal government. The US government has the power to tax and spend, but so do local authorities under the guidance of the states, independent of the federal government Madison [1]. Overseas visitors are often astounded by the myriad of issues determined at the local level in the United States, a degree of decentralization once viewed as wasteful and confusing by some, but now increasingly of interest in countries where concentration of power at the centre has led to less than desirable results Berman [2]. In various African countries motivation of human resources has been exercised with the aim of fostering synergy among the citizenry so as to ameliorate service provision in local governments.

Most of the provisions of the Local Government Resistance Council Statute 1993 in Uganda were entrenched in chapter 11 of the 1995 constitution and were further elaborated on in the Local Governments Act, 1997. Matte [3] observed that the devolution of powers and functions to local governments was tested as far back as 1987 and has been found to deliver. However, Ssewakiryanga [4] observed that the system of local governance in Uganda that was created had components that related differently

to central government, and whose powers over those functions differed as well. On the one hand, the kingdom of Buganda had federal status with exclusive powers over customary and traditional matters and over a wide range of public services, while the kingdoms of Bunyoro, Ankole, Toro, and the territory of Busoga had quasi-federal status with customary and traditional powers. Local services in Buganda and the other kingdoms and the territory of Busoga were provided by agreement with the central government. On the other hand, the rest of the country was demarcated in districts whose functions were centrally determined. The system, therefore, was prone to recurrent centre and local tensions.

The survey study was based on the Institutional Theory by Scott [5]. Institutional theorists assert that the institutional environment can strongly influence the development of formal structures in an organization, often more profoundly than market pressures. Innovative structures that improve technical efficiency in early adoptive organizations are legitimized in the environment. Ultimately, these innovations reach a level of legitimization where failure to adapt them is seen as "irrational and negligent" (or they become legal mandates). At this point, new and existing organizations may adopt the structural form even if the form does not improve efficiency Suchman [6].

The aim of this study was to correlate the impact of motivation of human resources on synergy in local governments of Greater Bushenyi Districts, in Uganda. Synergy is very vital in any organization in a sense that it fosters high productivity at the work place. Nonetheless, there is a general lack of synergy among the workers originating from the poor practice of motivation of human resources in the Greater Bushenyi Districts Mutabwire [7]. The major concepts that were included under this study were motivation of human resources and synergy. Besides, the majority of related studies did not exactly delve into African governments, especially in lower echelons of sub-national governments. Others scholars such as Rwegasira [8] conducted a study on Staffing and Productivity in Tanzania but never delved much into local governments and especially in the lower echelons. Hence, the researcher embarked on conducting this study to fill the foregoing gaps that were left out by the past researchers in order to boost synergy for high productivity in local governments.

METHODOLOGY

The data used for the study was obtained using both primary and secondary sources. Primary data was obtained by use of questionnaires distributed to participants and carrying out interviews to selected focal participants. Secondary data was obtained through documentary analysis. The study used a descriptive research design with both qualitative and quantitative approaches in order to describe the situation and the sample. Amin [9] observed that descriptive research design is normally used to describe a phenomenon and its data characteristics. The study utilized a total of 377 participants as his sample size out of 6488 people as the target population. The sample size was arrived at by employing sloven's formula.

The target population composed of workers of Greater Bushenyi Districts which were made up of 573 administrators, 4935 teachers, 716 health workers, 127 political leaders and 138 support staff. A sample size of 377 respondents was administered structured questionnaires while 25 participants were selected for interviews. The researcher employed cluster, stratified simple random and purposive sampling techniques to select the participants for the study. The validity of the structured questionnaire was arrived at by utilizing content validity Index (CVI). The researcher obtained the CVI of 1 which was above 0.75 indicating that the instrument was valid to garner data for the study Amin [9]. Nevertheless, the validity of the interview schedule was obtained by providing a complete and candid report without manipulation Gibbs [10].

While the reliability of the Structured Questionnaire was reached at by utilizing cronbach's alpha coefficient. Since the reliability test calculated by the researcher gave 0.937 alpha value, it suggested that the instrument was reliable to garner the data required for the survey study. Nonetheless, the reliability of the interview guide was arrived by checking on the appropriateness of terms of reference of interpretations and their assessment Gibbs [10]. Tools that were used to analyze data included Descriptive statistics, Fisher's one way Analysis of Variance (ANOVA), Pearson linear correlation coefficient and Regression analysis. Qualitative data was analyzed by categorizing data into meaningful themes, for easy interpretation in a storyline manner Gibbs [10].

RESULTS

From questionnaires, it was discovered that more than 53% of Greater Bushenyi Local Governments (GBDLG) employees were male; especially diploma holders; most of them 39years; over 73% were married couples, laying within experience of 5 years and majority were administrators. The findings implied that females in GBDLG are still behind concerning education, the majority of local government employees are youth, a good number of participants were married couples being a requirement for many African communities concerning attitudinal practices, and many participants were highly experienced meaning that there is a good practice of retention of workers who were able to supply the researcher pertinent data for the survey study. Information from interviewees showed that many workers interviewed were above one year at their work stations. The Head of civil service from Mitooma District confirmed;

"I have been in Mitooma local government for many years and the majority of the Chief Administrative Officers who are at the moment serving in the Greater Bushenyi Districts (GBD) have spent more than one year in their districts."

This suggested that the respondents included in the survey study were the right ones to garner target data for rigor results. The interpretation regarding the positivism paradigm was aided by likert scale where 1 = strongly disagree, 2 = disagree, 3 = agree and 4 = strongly agree. The self ratings were analyzed utilizing means showing the extent to which they agree on each item shown in Table 1. To interpret the responses, the following numerical values and their descriptions were used.

Table 1 : Legend for interpretation

Mean range	Response mode	Interpretation
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3.26-4.00	Strongly agree	Very satisfactory
2.51-3.25	Agree	Satisfactory
1.76-2.50	Disagree	Fair
1.00-1.75	Strongly disagree	Poor

Table 2: Motivation of human resources' contribution to synergy in Greater Bushenyi Districts Local Governments (GBDLG)

Motivation	Mean	Interpretation	Rank
Intrinsically, I am proud of my job	3.17	Satisfactory	1
My boss recognizes me for better performance	3.01	Satisfactory	2
I have a challenging job	2.84	Satisfactory	3
My organization or district has a training policy of sponsoring its workers.	2.77	Satisfactory	4
I believe this is the best organization to work for	2.50	Fair	5
It is easy to get promoted in my organization	2.49	Fair	6
We are always given similar incentives	2.24	Fair	7
My boss gives rewards to influence performance among the workers	2.23	Fair	8
My organization offers both financial and non financial rewards to its workers.	2.07	Fair	9
I can get advance payment whenever I want it	1.86	Fair	10
Average mean	2.52	Satisfactory	

Source: Primary data

Results in Table 2 revealed that motivation of human resources' contribution to synergy of local government in GBDLG was on the whole satisfactory (mean=2.25). The interpretation here is that local government officials in Greater Bushenyi districts try their best to motivate their workers through recognizing workers who excel in performance by say giving certification of merit and encouraging their employees to go for further training either by contributing to their studies or by giving them that freedom to go on their own and study.

The interpretation is that; there is a lot lacking regarding motivation in GBDLG. The district leaders need to wake up and put more rigor in motivation especially on those items related fair like promotion, equity and fair on rewards management

A participant from Bushenyi district in relation to the above mentioned some words emphasizing the importance of motivation of human resources in bringing about synergy as:

“Motivation leads to the achievement of organizational goals. The goals of an organization can be achieved only when the following factors take place. These include best utilization of resources, cooperative work environment, direction of employees to act in a purposive manner. Goals can be achieved if coordination and synergy take place simultaneously which can be effectively done through motivation”.

The interpretation is that managers in GBDLGs do practice some forms of motivation of human resources like individual recognition for better performance in order to foster synergy, though they miss out certain pertinent issues like use of financial and other non financial rewards and advance payments

The Fisher's one way ANOVA was used to test the null hypothesis that motivation of human resources does not significantly differ according to districts. Results of this test are indicated in Table 3.

Table 3: Analysis of variance of difference in motivation of human resources

District	Mean	F	Sig.	Interpretation	Decision on Ho
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Sheema	2.58	1.664	0.158	No significant difference	Accepted
Bushenyi	2.54				
Mitooma	2.41				
Rubirizi	2.46				
Buhweju	2.58				
Total	2.52				

Source : Primary data

Results in Table 3 indicated that motivation of human resources did not significantly differ among the five districts of GBDLGs (Sig. > 0.05). This can be verified by the mean scores from the five districts of Greater Bushenyi Districts Local Governments .That is : sheema, Bushenyi, Mitooma, Rubirizi, and Buhweju districts.

The interpretation is that each district in Greater Bushenyi local governments practices motivation of human resources in the same way. It can also mean that they follow the same guidelines as issued by central government.

The idea above concurred with a participant from Buhweju district who affirmed :

“Motivation ensures workers of their job security, having an opportunity to do challenging work, having a chance to turn out quality work and having an opportunity for self development and improvement.”

This meant that in all the 5 districts the practice of motivation of human resources is seen as a tool to foster synergy for development.

Table 4: Analysis of significant relationship between motivation of human resources and synergy in local governments of GBDLG (level of significance = 0.05)

Variables correlated	R-value	Sig	Interpretation	Decision on Ho
Motivation of human resources Vs synergy of local governments	0.324	0.000	Positive and significant relationship	Rejected

Source: Primary data

Pearson linear correlation coefficient findings in Table 4 indicated that motivation of human resources was positively associated with the synergy of local government workers in GBDLG ($r=0.324$, sig = 0.000). Basing on these results, null hypothesis was rejected and a conclusion was made that an improvement in the motivation of human resources

increases the synergy of each local government employees. For example, an improvement in motivation of human resources by one, increases employees' synergy by 0.324 and vice versa. Regression analysis helped explain the effect of motivation of human resources on synergy of local governments in GBDLG. Table 4 shows the results of this test.

Table 5: Regression analysis for synergy of local governments and motivation of human resources in Greater Bushenyi Districts (level of significance = 0.05).

Variables regressed	Adjusted R ²	F	Sig.	Interpretation	Decision on Ho
Synergy of Local Governments Vs Motivation of human resources	0.316	710.434	0.000	Positive and significant effect	Rejected

Source: Primary data

The results in Table 5 implied that motivation of human resources positively and significantly affect district synergy (F = 710.434, Sig. = 0.000). The regression adjusted $r^2 = 0.316$. The interpretation is that motivation of human resources contributes over 32% in relation to variations in the synergy of local governments (adjusted $r^2 = 0.316$).

of motivation to synergy in Greater Bushenyi Districts got an average mean of (2.52), which on the whole implied that it was satisfactory. This suggested that managers in local governments try their level best to reinforce the behavior of workers for better performance, save for segregation that can be part and parcel in the real practice of motivation of human resources.

DISCUSSION

The survey study was carried out to evaluate the impact of motivation of human resources on synergy in Greater Bushenyi Districts. The contribution

Nonetheless, the study concurred with the findings by Taremwa [11] on The Effect of Organizational synergy on Development. This study

found out that people practice motivation in order to increase productivity and synergy. However, it was further found out that in some instances, the more the manager motivates the workers, the less the productivity and synergy Hofer [12].

Null hypothesis involving motivation of human resources was tested and accepted at 0.05 level of significance. This meant that district officials do respect circulars from centre for motivation of human resources. The results under motivation of human resources are connected with the Institutional Theory by Scott [5] whereby political leaders and civil servants in the districts respect the legal requirements from the centre especially in motivating employees in local governments as long as they attain their personal and organizational goals. Null hypothesis concerning significant relationship between motivation of human resources and synergy of districts was tested and rejected. This suggested that motivation of human resources and synergy is clearly correlated. Good practices of motivation of human resources do foster synergy of all employees of a company and vice versa.

On the contrary, the results did not agree with the survey study conducted by Wapakhabulo [13] on management and conflict Resolution. The survey found out that work place conflicts still existed in Kakira sugar works interfering with administration and management procedures.

CONCLUSION

The survey study was meant to evaluate how motivation of human resources contributes to synergy in former Bushenyi districts. The results showed that the contribution of motivation of human resources to synergy had an average mean of (2.52) implying that it was just satisfactory. From the results, the researcher made a viable generalization that: motivation of human resources is good at fostering synergy in local governments especially if managers do not practice segregation among staff of local governments. Nonetheless, if district officials practice segregation under motivation of human resources, the outcome of this scenario might be poor quality services delivery which may not encourage synergy in local governments.

Staff motivation should be given maximum attention without segregation in terms of promoting employees in higher positions, giving them incentives and better rewards both financial and non financial plus advance payments because it was revealed that they were lacking in the districts. This can be achieved when central government and other civil society organizations can work together to avail relevant motivational programs and packages.

In case government and civil society organizations do not have an extra penny, to spend, and

actually they do not have it, government can lobby for donor support or borrow money from international banks like African Development Bank.

Government or Civil Society Organizations can propose new avenues to sub-national governments for revenue collection and augmentation of income in districts.

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