

**MOTIVATION AND EMPLOYEE PERFORMANCE
IN PUBLIC PHARMACEUTICAL SECTOR IN
UGANDA: A CASE OF NATIONAL
MEDICAL STORES**

BY

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DECLARATION

I hereby declare that this of dissertation titled “**Motivation and Employee Performance in Public Pharmaceutical Sector in Uganda, focusing on National Medical Stores**” is my own work towards the accomplishment of Masters degree in Human Resource Management and that, to the best of my knowledge, it contains no material previously published by another person nor material which has been accepted for the award of another degree of the University except where due acknowledgement has been made in the text. However, references from the work of others have been clearly stated.

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APPROVAL

This research dissertation is submitted to the School of Business Administration with my approval as the research supervisor.

SIGNATURE.....

Dr. E.B. Mugerwa (Supervisor)

DATE.....

DECLARATION

I dedicate this report to Almighty God, my parents, Mr. Ben Kintu and Mrs. Mary Kamyia Kintu, my Mother Mrs. Jane Kayizi (late) my brothers, Sisters, my husband and children and Mr. Francis Ssengendo who morally and financially supported me through my academics and finally to all those who encouraged and believed with me that I can make it despite ups and downs that I went through. Thank you Lord.....

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LIST OF ACRONYMS

ANOVA	Analysis of Variance
HC IV	Health Center Four
L&D	Learning and Development
NMS	National Medical Stores

ABSTRACT

The study was set to examine motivation and employee performance in public pharmaceutical sector in Uganda. It focused on three objectives namely; to examine how recognition and rewards promote employee performance; staff training and career development promotes employee performance and provision of continuous feedback promotes employee performance in National Medical Stores.

The study used a target population of 110 selected National Medical Stores staff and a sample of 86 respondents was selected using Neumann's formula (2000). A descriptive research design and cross section research design were employed and both quantitative and qualitative approaches of data collection were used. Data were analyzed using descriptive statistics, Pearson correlation, coefficient, regression analysis, and analysis of variance (ANOVA); where the statistics proved that $r^2=0.787$ significance level was found and the hypothesis testing proved that there is a strong and positive relationship between motivation and employee performance in National Medical Stores.

The study finding revealed that *R* square of 0.787 or 78.7% indicates that motivation improves performance. The observed value of 78.7% is quite significant; indicating that the linear regression model does fit. The results thus show that proper recognition and reward system, effective staff training and career development, providing continuous feedback have improved employee performance in National Medical Stores.

The study concluded that employees are recognized and rewarded to ensure employee performance; staff training and carrier development are emphasized to ensure employee performance and continuous feedback is provided to ensure employee performance in National Medical Stores.

The study recommended that the organization needs to consider staff motivation as its cardinal objective because productivity and performance of the organization depends on how readily available and committed the workforce is.

CHAPTER ONE

INTRODUCTION

Background to the study

The study is about motivation and employee performance in public organizations, taking a case of National Medical Stores.

The study is important because highlighted on how motivation can meet the challenges of workplace diversity, how to motivate employees through gain sharing and executive information system through proper planning, organizing, leading and controlling their human resources, thus improving employee performance in public organizations.

National Medical Stores is mandated to Procure, Stores and Distribute Essential Medicines and Medical Supplies to all Public Health Facilities in the Country (NMS Report on Drug Procurement and Distribution, 2017). This mandate then grew to serve 100% of government health facilities including the police, army and prisons. In August 2012 this mandate was further expanded to the distribute Vaccines across the country. National Medical Stores aimed at getting the best from the employees and creating an environment where job satisfaction and performance can be enhanced. The National Medical Stores (NMS) has goals which can only be achieved by pressing the right button and stimulating the employees to get the desired result through the process of motivation.

Motivation is a complex concept, and many disciplines have proposed theories to explain it, motivation is not directly observable but can only be inferred from observing behavior. While there are many definitions proposed for motivation, there seems to be a consensus in the literature that individual motivation is the result of a process that energizes, directs and sustains individual behavior (Guest, 2001). In the workplace motivation is defined as willingness to exert different levels of efforts towards achieving organizational goals and satisfying existing needs.

Motivation at work is widely believed to be a key factor for productivity of individuals and organizations. Motivation at work is also significant predictor of intention to quit the workplace. For policy makers and health care managers the challenge is to be able to motivate people to join a workplace, to remain there to perform a certain standard, (Hornby, 2008).

Employee performance is defined as whether a person executes their job duties and responsibilities well. Many companies assess their employee's performance on an annual or quarterly basis in order to define certain areas that need improvement. Performance is a critical factor in organizational success (Newton, et al, 2001).

Employee performance is an assessment of the efficiency of a worker or group of workers. Performance may be evaluated in terms of the output of an employee in a specific period of time. Typically, the productivity of a given worker will be assessed relative to an average for employees doing similar work. Because much of the success of

any organization relies upon the performance of its workforce, employee productivity is an important consideration for businesses (Koontz, 2006).

According to Phyllis (2010), employee performance is the job related activities expected of a worker and how well those activities were executed. Many business personnel directors assess the employee performance of each staff member on an annual or quarterly basis in order to help them identify suggested areas for improvement.

The role of motivation on employees work performance in public organization has been developed throughout the world during the era of human resource management as a tool which proposed to promote the organization's efficiency and performance. Motivation plays a key role in employees' job performance in any organization (Calder, 2006). The employee's motivation has been a long concept in human resource management and has drawn more attentions as a central research topic for scholars and practitioners (Calder, 2006). As a result, a lot of theories and approaches have developed in order to explain the nature of employees' motivation in the private and the public sector. However, most of the previous studies on the role of motivation on employees' job performance descend little of practical application or offer it only for the private sector. The problem is that with the effects of the latest financial crisis governments need today, more than ever before, practical ways that can help motivate public employees to be productive and get "more for less" (Robbins, et al., 2007).

The management of people at work is an integral part of the management process. To understand the critical importance of people in the organisation is to recognise that the human element and the organisation are synonymous. Some managers do not appreciate the fact that employees have to be motivated to put in their best so that the goals and objectives of the organisation can be achieved. As a result of the prevailing economic and labour market situation in Uganda; whereby supply of labour is greater than its demand, some employers do not believe in effective motivation of workers in producing high performance. They even uphold the view that if workers are not properly motivated they cannot leave the job since there is scarcity of job in the labour market. Besides, most employers are not effective in their leadership behaviour. They treat workers as machines believing that issues concerning workers should be handled with levity (Mukalazi, 2008).

According to Armstrong, (2007) one of the most fundamental concern when the company or organization wants to achieve good work performance is to understand how to motivate its employees. As such therefore, it is important to understand the factors that motivate people and how such factors are to be employed. It is important as well to understand different theories which are in line in explaining the extent to which organizations need to think of their human resource responsible in producing the output needed by organizations to meet their objectives and performances. Indeed, Armstrong, (2007) outlines four theories which are useful in explaining the process of motivation namely; instrumentality theory, the needs theory, the process theory and

Herzberg's two factors model. It is believed that many employers use different motivation techniques so as to increase staffs commitment level. On the other hand Harrison and Kessels, (2004) argued that in explaining employee motivation it is important as well to understand the agency theory as it explains the extent to which organizations need to think of their human resource responsible in producing the output needed by organizations to meet shareholders value.

According to National Medical Stores Human Resource Policy Manual (2016) on staff motivation and performance; the company was set to achieve the following objectives:

1. To recognise and reward employees for good performance.
2. To emphasize employee training and career development
3. To provide continuous feedback to employees
4. To ensure proper remuneration system
5. To conduct employee performance appraisal.
6. To ascertain effective communication to ensure improved service delivery.
7. To implement the basic principles of performance management.

This study examined the extent to which the above first three (3) objectives have been achieved in National Medical Stores.

Problem Statement

Despite the above objectives put in place to improve employee performance in National Medical Stores. National Medical Stores is being characterized by increased cases of staff complaints. As it was reported by the NMS Performance Report (2016) over 100 workers of NMS went on strike accusing management of failing to implement the mandatory salary wage review policy agreed with the workers union representatives.

According to employee performance reports of 2015-2016, employees have repeatedly complained about inadequate, unplanned and unsystematic training in various areas of operation which has led to increased losses particularly in drug storage and distribution. The employees attributed this to lack of training to enhance their skills and competencies.

Employee motivation is inadequate for instance; meager salary compared to other government institutions, inadequate employee recognition and reward, no accommodation for NMS staff and they have to struggle for accommodation after completing work, and sometimes have to commute long distances to work. These and other factors are causing absenteeism, lackadaisical (careless) attitude and dissatisfaction among the NMS workers. The rate of turnover of NMS workers is increasing at the alarming rate and those staying are embarking on frequent strikes for better conditions of service (NMS Annual Performance Report, 2016).

Hence there is need for the researcher to investigate possible solutions to improve motivational factors to ensure effective employee performance in National Medical Stores.

Purpose of the Study

The purpose is to assess the role of motivation on employee performance in public pharmaceutical sector in Uganda basing on National Medical Stores as a case study.

Objectives of the Study

The following research objectives guided this study

- 1) To examine how recognition and rewards promote employee performance in National Medical Stores.
- 2) To assess how staff training and career development promotes employee performance in National Medical Stores.
- 3) To examine how the provision of continuous feedback promotes employee performance in National Medical Stores.

Research Questions

- 1) How does recognition and rewards promote employee performance in National Medical Stores?
- 2) How does staff training and career development promote employee performance in National Medical Stores?
- 3) How does the provision of continuous feedback promote employee performance in National Medical Stores?

Research Hypothesis

The following hypotheses guided the study.

- H₀:** There is no significant relationship between Motivation and employee performance in National Medical Stores.
- H₁:** There is significant relationship between Motivation and employee performance in National Medical Stores.

Scope of the Study

Subject Scope

The study assessed the role of motivation in improving employee performance in public pharmaceutical sector in Uganda, taking National Medical Stores (NMS) as a case study. The study focused on recognition and rewards; training and career development and provision of continuous feedback promote employee performance.

Geographical Scope

The study was conducted at National Medical Stores Headquarters located in Entebbe Municipality, behind Entebbe General Hospital, Division A, Entebbe Municipality.

Time Scope

The study took into consideration a period of three years from 2016 to 2017.

Significance of the study

NMS Management: The research study may be of great significance to the management at National Medical Stores to employ relevant motivational strategies that can improve employee performance.

Board of Directors: The study may be of significance to the Board of Directors and other senior organization management staff e.g. human resource managers who are involved in formulation of key management decisions.

Other pharmaceutical enterprises: it may assist other pharmaceutical companies in retaining, satisfying, and attracting qualified employees since motivation has variety of effects which may be seen in the context of employee productivity.

The study findings may provide much insight into the work lives of workers with regard to employees' level of motivation and performance because a good motivational procedure is essential to achieve organizations' goal.

Setting of the study

The study covers the National Medical Stores; NMS is located in Entebbe, Uganda. Company is working in Government business activities. The NMS has branches but Entebbe serving as the central administrative headquarters. NMS Entebbe is selected because of large number of employees and administrative staff. Motivational issues are relevant due to high concentration of the company staff.

National Medical Stores was established as statutory corporation in 1993, by Act of Parliament, under chapter 207 of the Laws of Uganda. National Medical Stores is mandated to Procure, Stores and Distribute Essential Medicines and Medical Supplies to all Public Health Facilities in the Country. This mandate then grew to serve 100% of government health facilities including the police, army and prisons. In August 2012 this mandate was further expanded to the distribute Vaccines across the country.

Vision: NMS - A population with adequate and accessible quality medicine and medical supplies.

Mission: To effectively and efficiency supply essential medicines and medical supplies to health facilities in Uganda.

Mandate: to procure, store and distribute.

Core values: customer focus, operational excellence, team work, accountability and integrity.

Activities of NMS

National Medical Stores is mandated to procure, store and distribute essential medicine and medical supplies to all public health facilities in country. This mandate then grows to serve 100% of government health facilities including the police, army and prisons. In August 2012 this mandate was further expanded to the distribute vaccines across the country.

NMS has enough stock of medicines and distributes to all government hospitals and health centres on a routine basis against the orders made to us by health facilities. In order to stop the wanton pilferage of medicine, NMS leadership has come up with embossment of all medicine. All medicine and medical supplies are now embossed with a seal “va not for sale” to ensure that medicine and medical supplies delivered not stolen on the open market.

NMS has also come up with the “LAST MILE DELIVERY SYSTEM” for medicine and other medical supplies to ensure that medical supplies reach the END USER at all government health facilities across the country safe and on time. In order to use more of user friendly, we publish medicines and other medical supplies delivery schedule which is intended to make the delivery of medicine predictable throughout the year. It also ensures effective management of stock so that health facilities do not run out of medicines and other medical supplies.

The ministry of health together with NMS and other stakeholders has made an innovation of a basic kit. This contains the basic medicines that are supplied to all health center II's and III's across the country. The kit is revised every year to make it relevant to the weal situation and this is done once in every two months to all government Health Centre II's, III's and IVs and hospitals submit their medicine orders and these are supported to them once in two months (Bi-monthly) as per delivery schedule.

Arrangement of the dissertation

The report is arranged in nine chapters.

The study contains the preliminary pages, i.e. declaration, approval, dedication, acknowledgement, table of contents, list of tables, list of figures and abstract.

Chapter one presents the background to the study.

Chapter Two presents the study literature and highlights literature survey, literature review and the conceptual framework.

Chapter Three presents research methodology. It highlights research designs and data collection and management.

Chapter four presents demographic characteristics of respondents..

Chapter Five presents the findings and discussion on whether employees are recognized and rewarded to ensure improved employee performance in NMS.

Chapter Six presents the findings on whether employee training and carrier development are emphasized to ensure employee performance in National Medical Stores.

Chapter Seven presents the findings on whether continuous feedback is provided to ensure employee performance in National Medical Stores.

Chapter Eight links the findings to the literature review and suggests the ways and means towards improving motivation and employee performance at NMS.

Chapter Nine: presents the summary and conclusions to the study.

Conclusion

The next chapter explores the existing theories, models and empirical evidence in the body of literature related to motivation and employee performance in public pharmaceutical sectors. The aim of this is to establish the relation between the study variables.

CHAPTER TWO

STUDY LITERATURE

Introduction

This chapter is made up of three sections, namely: literature survey, literature review, and the conceptual model. Section one focuses on Literature survey, which shows what local researchers have covered about the similar problem, gaps left and how the current study intends to fill the gaps. The section of literature review appraises literature outside Ugandan context with the aim of examining the theoretical review and models of motivation and employee performance in pharmaceutical sector.

Literature Survey

Research studies on motivation and employees performance in public organizations in Uganda are not unique to NMS. The researcher's endeavors to locate earlier studies of this kind in the pharmaceutical sector also revealed little to suggest that there have not been sufficient studies on motivation and employee performance focusing on the pharmaceutical sector in Uganda. It is for this reason that the current study is appropriate, and aimed at satisfying the apparent need.

Kasule (2010) conducted a study on employee motivation and organizational performance in public sector using Ministry of Internal Affairs as a case study. Kasule used a cross sectional research design and the findings revealed that motivating employees for better performance encompasses several critical factors: employee engagement, organizational vision and values, management acknowledgment and appreciation of work well done, overall authenticity of leadership, financial reward,

and career advancement among others. He further stated that employees are expected to come to the workplace with the intrinsic motivation and desire to be successful, be value-added and contribute to the obtainment of an employer's vision. In his study didn't mention how staff training and career development improves employee performance, therefore the current study intends to fill the gap.

Rugayizi (2008) did a research on the role of motivation and employee productivity in telecommunication companies in Uganda, focusing on a case study of Airtel Uganda Limited. The study used descriptive and cross sectional research designs. The study findings revealed that engagement influences motivation and it is reflected in the extent to which employees commit, how hard they work and how long they stay. People join organizations for different reasons, motivated by intrinsic and extrinsic rewards. Intrinsic rewards are reflected in actions believed to be important. Examples include an employee who wants to help people by providing excellent customer service or a senior manager who gains a sense of accomplishment from overseeing a large corporation. Intrinsic outcomes include responsibility, autonomy, feelings of accomplishment and the pleasure of doing interesting work. Extrinsic motivated behaviour includes actions performed with the goal to have material or social rewards, with outcomes such as job security, benefits, vacation time and public recognition. In his study, didn't mention how employee performance appraisal enhances employee performance. Therefore, the current study seeks to fill this gap.

Atim and Lugasha (2005) made a research on staff motivation and performance in public universities focusing on Gulu University. The study used both cross section and descriptive research designs. The regression model indicated that 0.95 or 95% of the respondents agreed that there is positive relationship between the two variables. It indicates that employees who are treated right is a strong determinant of employee motivation and performance. Findings emphasizes that treating people right is fundamental to creating organizational effectiveness and success. They started that public universities must develop ways to treat their employees so that they are motivated and satisfied; employees must behave in ways to help their organization become effective and high performing. This winning combination for performance requires a partnership between the organization and the employees. In their study, they didn't mention how continuous feedback to employees improves effective performance in an organization. Thus, the current study seeks to fill this gap.

Literature Review

This section discusses theories and models that researchers have put forward to explain issues regarding motivation and staff performance in other context similar to NMS. The objective is to derive a conceptual framework of analysis for the current study.

The Job Performance Model and Employee Motivation by Maslow and McClelland: the job performance model of motivation is a tool used to broadly explain "how motivation influences job behaviors and performance." According to the model, two categories influence motivation: Individual inputs and Job context. Individual inputs are what individuals bring to the table themselves such as their own work ethic, their own individual reward system, their own goals, their own job knowledge, etc. Job context, on the other hand is what the job itself offers to the individual in relation to motivations. These inputs are organizational culture, reward systems, supervisory support, physical environment, etc. Both of these sets of inputs allow individual skills to be utilized within the job context's limitations to be fulfilled in an employee's motivated behaviors and ultimately job performance. The employer really doesn't have much of an effect on the individual's inputs but by offering different job contextual inputs the performance model consequences result in an individual's motivation being altered while their performance is enhanced. Maslow and McClelland Job Performance Maslow and McClelland have taken this model on with their questioning of the "needs" individuals have that effect their motivation.

McClelland, on the other hand, has identified three different needs that all individuals have to some extent. They are: The need for achievement, the need for affiliation, and the need for power. The need for achievement concludes that people have some level of a need to achieve great things with their work. Those who have high needs for achievement have the desire to accomplish difficult tasks, work rapidly, independently, and attain a high standard by excelling one's self and surpassing others. Implications regarding McClelland's model state that individuals can go through training courses to increase their achievement motivation while the other motivations effect specialization within a company. This can easily be achieved with something as simple as enrolling staff in an online learning program for their own betterment or by simply giving them better tools like a nice 2 drawer filing cabinet or a better computer system.

While doing the theoretical research, researcher kept in mind that the theory or the model should relate to employee performance. After going through some literary sources, I found a model (**see figure 2.1**) by Jones and Lockwood (2002, 51) which was about improving employee performance and thus, it was closely related to my thesis research study. The researcher chose to present this model because it is related to study and applied parts of it to develop model of employee performance management process.

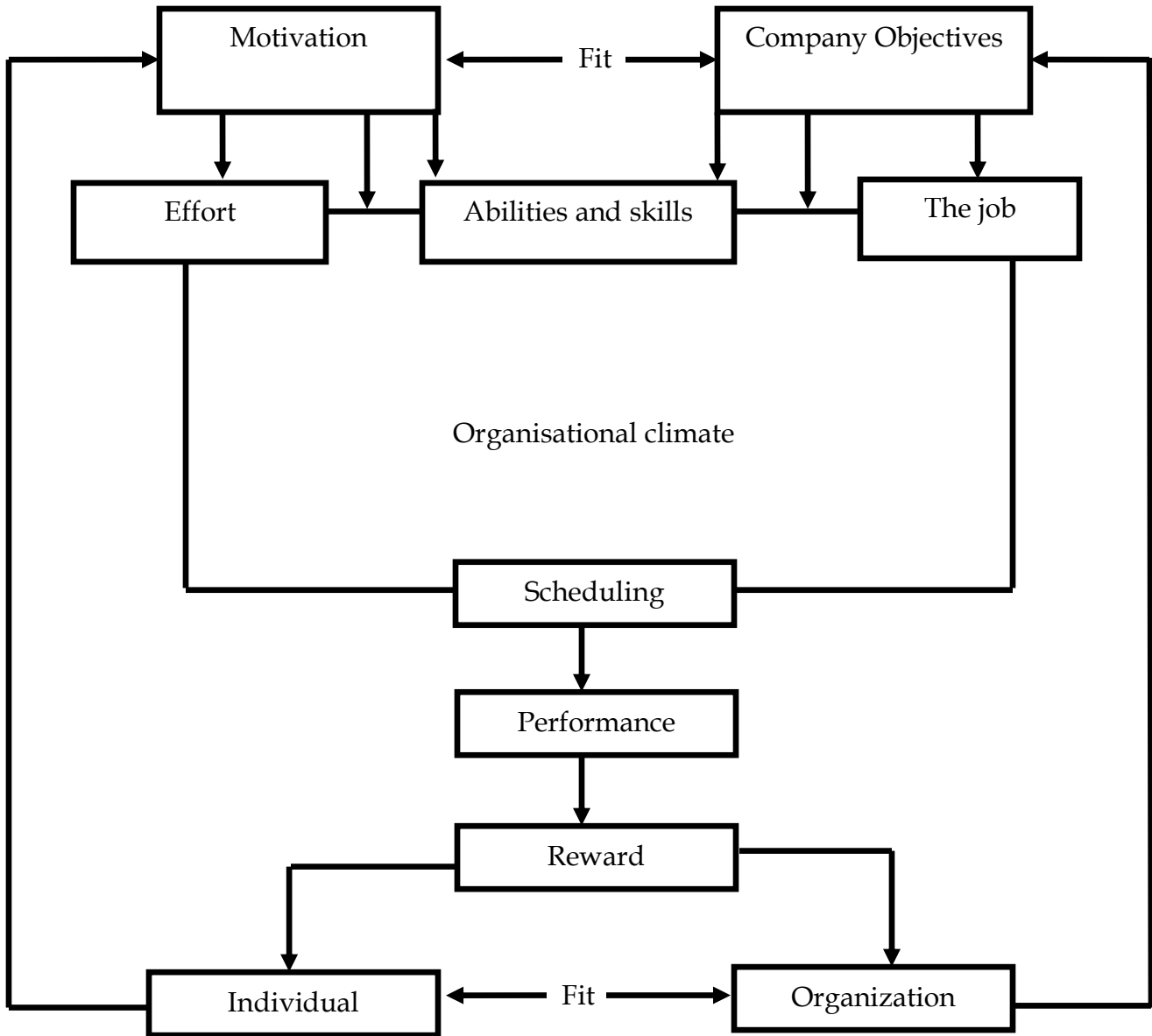


Figure: 2.1: A model for analysis employee performance (Jones and Lockwood, 2002:51)

The model starts from the very beginning of the performance process by bringing out the importance of fitting the employee’s motivational values with company’s objectives. It is about fitting the expectations between the employee and the company. It starts from setting the organisational goals and values and thus, the result is the expectations for the employees. The company tries to make sure that the employee meets their expectations and that they can meet the employee’s expectations already during the

recruiting process. The company has different methods to get the employees motivated to apply for the job and to keep the employees motivated to stay in the company for a longer time. (Jones & Lockwood 2002, 50-53.)

Once the employee's has been recruited, the effort that he or she puts into work depends a lot on the organisational climate. It depends on whether the employee's expectations have been met and whether he or she is motivated to work for the company. Furthermore, Jones and Lockwood (2002, 51) discuss about the motivation calculus developed by Vroom (1964, in Jones & Lockwood 2002, 51) and later improved by Porter and Lawler (1968, in Jones & Lockwood 2002, 51). According to the motivation calculus theory, the effort that an employee puts into work depends on the perceived value of the reward and effort-reward probability. (Jones & Lockwood 2002, 50-53.) When the employee has been recruited, he or she has to be trained for the specific job in order to have the right skills and abilities for carrying out the job tasks. The training ways and methods depend mainly on the organisation and on the job tasks. (Jones & Lockwood 2002, 50, 56-58.) When the employee has been trained and motivated to do the job, the next factor that needs to be considered in order to get the best performance results from the employee is the job itself. There are many job related factors that can affect employee's work performance such as working hours, salary, physical environment and working conditions, the nature of the job tasks, co-workers and other. All these need to be considered in employee performance improvement (Jones & Lockwood 2002, 50, 53-56.)

The next phase is scheduling which means using the right amount of human resources at the right time. When the manager has many employees during the quiet time of the day and not enough work for all of them, there is a big waste of resources. Organisation wastes money and human resources also when the manager has scheduled far too less employees for the rush time of the day. (Jones & Lockwood 2002, 50, 59-62.) All of the factors like effort, abilities and skills, job itself, and scheduling are being influenced by the organisational climate and support which means the nature of these phases can vary in different organisational cultures and depending on the management style.(Jones & Lockwood 2002, 58-59.)

After these phases have been followed, the performance appraisal will take place. When it has been measured or observed that the employee's performance is good, he or she will get a reward for good performance. If the performance was poor, the rewarding phase will be skipped and the last phase of feedback will take place. The feedback that is given has to be fit by employee and also by the company. After this phase, the process will start again from the beginning (Jones & Lockwood 2002, 50-51.)

The two-factor model of satisfiers and dissatisfiers was developed by Herzberg et al. (1959) following an investigation into the sources of job satisfaction and dissatisfaction of accountants and engineers. It was assumed that people have the capacity to report accurately the conditions that made them satisfied and dissatisfied with their jobs (Armstrong, 2010).

Based on the two types of motivators, thus factors that result in satisfaction with one's job and those that result in dissatisfaction for employees at work, Herzberg (2003) stated that intrinsic factors are related to job satisfaction while extrinsic factors relate to dissatisfaction.

The model was based on the question- What do people want from their jobs? (Harpaz, 2010). From the responses received, Herzberg concluded that removing dissatisfying characteristics from a job does not necessarily make the job satisfying (Armstrong, 2010). Herzberg identified the two major factors; motivators and hygiene factors that could lead to job satisfaction (Herzberg, 2003).

Herzberg noted that the motivators are intrinsic factors that permit psychological growth and development on the job such as achievement, recognition, responsibility, advancement, challenges and the work itself (Wilson, 2010; Ajila and Abiola, 2004).

Hygiene factors on the other hand are extrinsic and describe the conditions of work rather than the work itself (Armstrong, 2010). These include job security, salary, work conditions, company policy, administration, supervision, interpersonal relations with subordinates and supervisors (Bhattacharyya, 2009). Herzberg (2003) concludes that employers should be concerned with the job itself and not only with the work conditions.

Chris and Awonusi (2004) argue that, extrinsic rewards have a significant impact on employee motivation while intrinsic rewards don't have any significant impact on employee motivation. Efficient reward system can be a good motivator but an inefficient reward system can lead to demotivation of the employees. Reio and Callahon (2004) conclude that both intrinsic and extrinsic rewards motivates the employee resulted in higher productivity.

Many theories have been propounded to examine the factors that contribute to motivation and employee performance in organizations. These theories are important because they provide explanations to the reasons why employees are motivated, therefore, if properly applied, could lead to having better motivated employees which ultimately may lead to increased performance in organizations (McCullagh, 2005). The following are the theories applied in this study.

Hierarchy of Needs Theory by Abraham Maslow (1943): Maslow (1943) was the first to use people's needs in motivation theory. He worked with individuals having neurotic ailments and assessed their hierarchy of needs in 1943. Maslow's theory on motivation has attracted management theorists. The hierarchies of needs according to Maslow are the following: Physiological needs, Safety needs, Love needs, Esteem needs and Self-Actualization Needs. These needs are arrange from the lower needs to the higher needs. Five needs rank in a hierarchical order from lowest to highest: physiological, safety, belonging, esteem, and self-actualization. An individual moves up the hierarchy, when a need is substantially realized (Shah and Shah, 2007).

Maslow theorized that the lower level needs have to be satisfied before the next higher level need would motivate an employee (Armstrong, 2010). In Maslow's conclusion, in order to meet the needs of an employee, the employer had to understand the hierarchy of the need to which the employee belongs. According to Maslow (1954), listed from the lowest level of needs to the top are categorized as follows:

Physiological needs: The basic physical needs for sustaining the human life. For example food, water, sleep, medicine, education etc. Maslow stated that until these basic needs are satisfied to a large extent, no other motivating factor can operate (Armstrong, 2010).

Security or Safety Needs: These are the next in hierarchy and focus on being free of physical danger and the fear of losing a job, property, food or shelter as well as protection against emotional disappointment. To be free of physical danger and of the fear of losing a job, property, food or shelter and to protect against any emotional harm. To have a safe home, secure income, sufficient salary, benefits and medical insurance.

Social Needs: These are the needs that deal with the social aspect of man such as the need to belong and be accepted by others. It is the need for love, affection and acceptance as belonging to a group. Because people are social beings, they need to belong and be accepted by others.

Esteem needs: Maslow identified that as soon as people satisfy the need to belong and be accepted by others, the next higher level of need is the need to be held in high esteem by themselves and others. It goes on to state that these kinds of need produce

satisfaction through power, prestige, status and self-confidence. It includes internal esteem factors such as self-respect, autonomy, achievements and external factors such as status, recognition and attention.

Self- Fulfillment (Self-actualization): This is the highest need in the hierarchy. It is the drive to become what one is capable of becoming, to maximize one's full potential and to accomplish something. It includes needs such as growth, achieving one's potential and self-fulfillment.

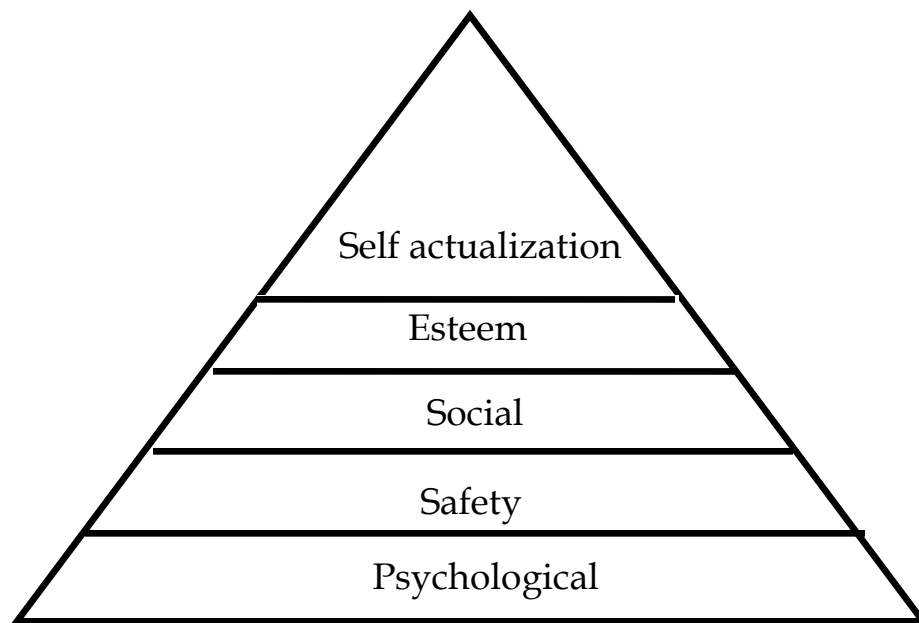


Figure 2.2: Maslow's Hierarchy of need

Source: Adopted from Shah and Shah, 2007

According to Maslow (1954), once a need has been satisfied, it no longer acts as a strong motivator and the need at the highest level becomes the "motivator". Maslow also sets out a distinction crucial for new employment-motivation theories (Smith, 2004). For Maslow, as the higher- order needs for esteem and self fulfillment provide the greatest

impetus to motivation, they grow in strength when they are satisfied, while the lower needs decline in strength on satisfaction (Warr, 2008). In relating Maslow's motive hierarchy to the work situation, Maslow identifies the esteem-need level as an important transition area for human incentive (Smith, 2004).

The need level constitutes a clear dividing point within the hierarchy with respect to the locus of the source of need fulfillment: for the lower half of the esteem stage and for those needs below, the accomplishment of need fulfillment is outside the person, through the manipulation of objects in the environment or through interpersonal contact (Armstrong, 2010). According to Aldag and Kuzuhara (2002), satisfaction occurs when needs are fulfilled which motivation attempt to satisfy.

This theory can be a useful tool in determining the kinds of rewards that could be effective in motivating employees. The key is to recognize every employee as an individual, and also for managers to remember that employees' needs differ from time to time (Butkus and Green, 2009).

Douglas McGregor (1960) Theory X/Theory Y: McGregor's theory, which is built on Maslow's theory, adds a central idea: those managers' assumptions about their employees can affect their motivation. This theory proposes two alternative and extreme views to see the human being: Theory X and Theory Y. According to Theory X the employee is viewed as mainly negative, lazy, resist change and unable to motivate. This produces a controlled environment with strict rules, threats and punishments.

Employees in an organization like this tends to perform less effectively, give low productivity, produces aggressions and conflicts (Bolman *et al.*, 2007). Theory Y on the other hand strives to maximize the employee's individual goals and efforts by giving workers greater job involvement and autonomy.

This means that employees are given the possibility to grow and achieve their own goals within the organization. Employees are viewed as positive and open to development.

McGregor suggested that there exist two sets of employees (lazy and ambitious employees) with lazy employees representing theory X, hard and ambitious workers representing Y. According to him, the lazy employee should be motivated to increase performance in an organization Geogopalaus path Goal theory of motivation states that, if a worker sees high productivity as a path leading to the attainment of one or more of his personal goals, he will turn to be a high producer. But if he sees low productivity as the path leading to the attainment of his goal he will turn to be a low producer and hence needs to be motivated.

In Spector (2000), expectancy theory explains how rewards lead to behavior by focusing on internal cognitive states that lead to motivation. According to Daft (2003, in Dartey-Baah, 2010), expectancy theory proposes that motivation depends on the individuals' expectations or outlook about their ability to perform tasks and receive desired rewards.

The theory was originally contained in the valency-instrumentality-expectancy (VIE) theory which was formulated by Vroom (1964, in Green, 2000). Valency stands for value; instrumentality is the belief that if one thing is done, it leads to another, and expectancy is the probability that action or effort will lead to an outcome (Vroom, 1964). The theory assumes that people think about what they are doing, what they are getting and its worth (Armstrong, 2010). Vroom's expectancy theory (Vroom, 1964) developed the topic of motivation combining the interaction of individual needs and employees working together.

The concept of expectancy theory was defined in more detail by Vroom (1964) as follows:

When an individual chooses between alternatives which involve uncertain outcomes, it seems clear that this behaviour is affected not only by his preferences among these outcomes but also by the degree of to which he believes these outcomes to be possible.

Expectancy is defined as a momentary belief concerning the likelihood that a particular act will be followed by a particular outcome. Expectancies may be described in terms of their strength. Maximal strength is indicated by subjective certainty that the act will be followed by the outcome, while minimal (or zero) strength is indicated by subjective certainty that will not be followed by the outcome.

The strength of expectations may be based on past experiences (reinforcement), but individuals are frequently with new situations – a change in job, payment system, or working conditions imposed by management – where past experience is not an adequate guide to the implications of the change. In these circumstances, motivation may be reduced (Armstrong, 2010).

Motivation is only likely when a clearly perceived and usable relationship exists between performance and outcome, and the outcome is seen as a means of satisfying needs. This explains why extrinsic financial motivation – for example an incentive or bonus scheme – works only if the link between effort and reward is clear [in the words of Lawler (2003) there is a “line of sight”] and the value of the reward is worth the effort. It also explains why intrinsic motivation arising from the work itself can be more powerful than extrinsic motivation. Intrinsic motivation outcomes are more under the control of individuals, who can place greater reliance on their past experiences to indicate the extent to which positive and advantageous results are likely to be obtained by their behaviour.

The basis of Equity Theory, in a work context, is that people make comparisons between themselves and others in terms of what they invest in their work (inputs) and what outcomes they receive from it. As in the case of Expectancy Theory, this theory is also founded on people’s perceptions, in this case of the inputs and outcomes involved. Thus, their sense of equity (i.e. fairness) is applied to their subjective view of conditions and not necessarily to the objective situation. The theory states that when people

perceive an unequal situation, they experience „equity tension“, which they attempt to reduce by appropriate behaviour. This behaviour may be to act positively to improve their performance and/or to seek improved rewards, or may be to act negatively.

Thus, part of the attractiveness (valence) of rewards in a work context is the extent to which they are seen to be comparable to those available to the peer-group. Such thinking, however, is best applied to extrinsic rewards, such as pay, promotion, pension arrangements, company car and similar benefits, since they (a) depend on others for their provision, and (b) have an objective truth about them. Equity theory cannot apply in the same way to intrinsic rewards, such as intrinsic job interest, personal achievement and exercise of responsibility, which by their very nature are personal to the individual, entirely subjective, and therefore less capable of comparison in any credible sense.

In today's turbulent, often chaotic environment, commercial success depends on employees using their full talents. Yet, in spite of the myriad of available theories and practices, managers often view motivation as something of a mystery. In part, this is because individuals are motivated by different things and in different ways.

Attribution Theory suggests that we judge other people's behaviour by attributing meaning to their behaviour in the light of perceived internal or external forces. Internally caused behaviour is perceived to be under the control of the individual, i.e. they have made a choice in selecting the behaviour. Externally caused behaviour results from environmental forces that are perceived to influence people's behaviour (e.g. organizational rules, machinery breakdown etc.), and over which the individual has

little or no control. Kelley (1972) suggests that when people make attributions, they do so with three major criteria in mind: Distinctiveness, Consensus and Consistency. In case of the internally caused behaviour, we would be likely to draw the conclusion that this person was unmotivated individual who dislike his job, and therefore „chose“ to be late. Where the behaviour was seen as essentially caused by external factors, we would likely to conclude that this was a one-off event caused by circumstances outside his control, such as a major traffic hold-up en route to work. This attribution may be true reflection of particular person behaviour or not because human behaviour is said to be unpredictable from the on sett of creation and therefore call for appropriation ways of motivating the work force to increase productivity.

Whereas Attribution Theory has strong links with ideas about human perception, Reinforcement Theory, as applied to motivation, has major connections with learning theory, and especially the work of the behaviourist, Skinner (1974). The Reinforcement Theory of motivation suggests that a given behaviour is a function of the consequences of earlier behaviour. Thus, it is argued, all behaviour is determined to some extent by the rewards or punishments obtained from previous behaviour, which has the effect of reinforcing current actions. In this sense, all behaviour is caused by external sources, since we can have little control over the consequences of our actions. So, if an individual's efforts to contribute new ideas to a team are consistently met with an indulgent but apathetic approach by management (i.e. negative reinforcement), then the

individual is likely to be discouraged from making further suggestions, and may even seek to change his or her job.

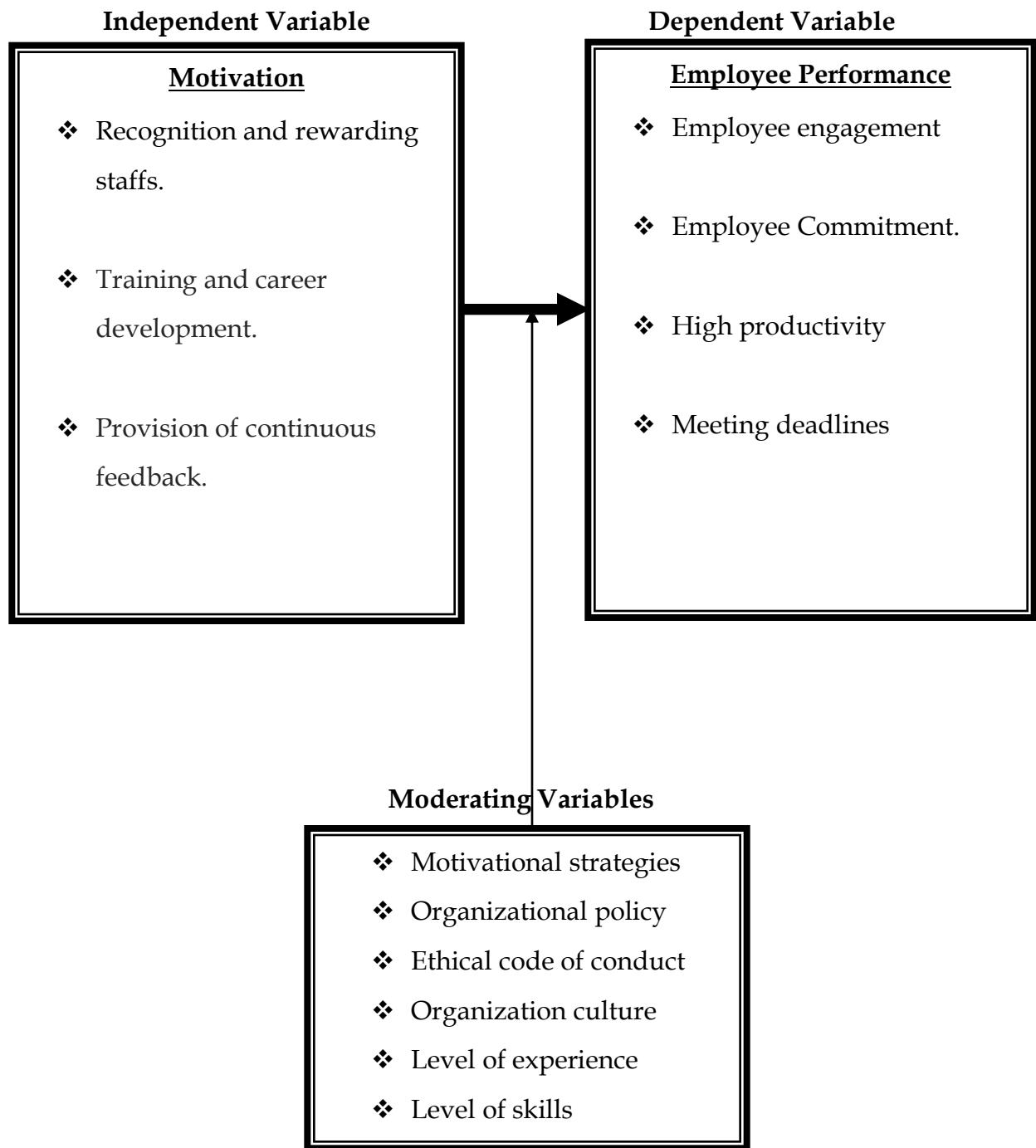
Strict Reinforcement Theory would argue that an individual's own understandings, emotions, needs and expectations do not enter into motivation, which is purely about the consequences of behaviour. However, modifications of the theory (e.g. Social Learning Theory) do allow for the effect of individuals' perceptions of the rewards/punishments obtained by others as a contributor to motivation. Reinforcement Theory is not basically concerned with what motivates behaviour, or how, and is not strictly a theory of motivation. It is more concerned with control of behaviour (i.e. power over others). Supporters of Reinforcement Theory (Jablonsky and De Vries, 2002) offer some important guidelines to those intending to use it as a motivating tool in the workplace.

This discussion on the above motivational theories explains the fact that the concept of employee motivation has been a critical factor addressed by previous authors as what determines the core competence of every organisation in achieving a competitive position.

Conceptual Framework

The conceptual model below has been developed from the review of related literature with regard to motivation and employee performance in public pharmaceutical sector. As indicated in the model, motivation is taken as independent variable is reflected in such variables as; recognition and rewarding staffs, training and career development, provision of continuous feedback. The dependent variable which is employee performance is reflected by the following indicators: employee engagement, employee empowerment, coaching, participation, leadership style, proper working conditions, managerial standards, and employee commitment and employee evaluations. However, the moderating variables as portrayed in the model play a pivotal role in ensuring that effective motivation system ultimately leads to good employee performance. These moderating variables also include; motivational strategies, organizational policy, ethical code of conduct, organization culture, level of experience and level of skills.

Figure 2.3: Conceptual Model



Source: Chaudhary and Sharma (2012), Modified by the Researcher, 2018

Motivation is a key determinant of job performance and a poorly motivated force will be costly in terms of excessive staff turnover, higher expenses, negative morale and increased use of managements' time (Jobber, 2004). Therefore, management must know what exactly stimulates their staff so resources are not misallocated and dissatisfaction develops among employees (Jobber, 2004). As Green (2000) has described motivation to be proactive in the sense of; in dealing with employees who are high performers, motivation is essential, otherwise their performance will decline or they will simply leave the job. While dealing with low performers, motivation is a prerequisite; otherwise these employees will drag results down, lower productivity and certainly would not leave the organization, as they will have nowhere else to go.

A motivated workforce is essential because the complete participation of employees will certainly drive the profitability of the organization (Carlsen, 2003), Darmon (2004) believe motivation is the educating of employees to channel their efforts towards organizational activities and thus increasing the performance of the said boundary spanning roles. According to Denton (2001), a motivated workforce will lead to greater understanding, acceptance, commitment to implementation, understanding of objectives and decision making between management and employees. There are 6 most important elements of motivation: rewards, pay, profit sharing, promotion, recognition, job enrichment.

Conclusion

Motivation in the workplace is a broadly researched topic (Rynes et al, 2004, etc.). Earlier research has been conducted by Maslow (1943) and Herzberg (1959), who were pioneers at their subject. Lots of definitions have been composed, e.g. Herzberg's definition of motivation in the workplace is: performing a work related action because you want to (Herzberg, 1959). And some disagreements took place about the importance of certain aspects, but consensus is in the facts that motivation is an individual phenomenon, it is described as being intentional, it is multifaceted and that the purpose of motivational theories is to predict behaviour (Mitchell, 2002).

In this chapter, employee performance is explained, since the scope of this thesis lies in influencing employee performance by motivation. To explore that relation, also some general information about employee performance and motivation are provided. Therefore, the next chapter will indicate the research methodologies to be used in collecting data.

CHAPTER THREE

RESEARCH METHODOLOGY

Introduction

This chapter presents the methodology of the study. Methodology refers to the detailed procedure used to realize the objectives of the study. Methodology includes the clarification of the research design, sampling techniques, instruments as well as the data analysis procedure. Research is “a systematic and purposive investigation of events or phenomena or developments with respect to their origin, nature, causes and effects or possible future implications” Amin (2005).

Research Design

The research design was classified into four namely; research approach, research strategy, research duration and research classification.

Research Approach

The study used descriptive and cross section survey to establish the role of motivation and employee performance in public pharmaceutical sector in Uganda focusing on National Medical Stores. To achieve the study objectives, an analytical cross sectional survey design was used to capture the categorical description of attitudes of the study population Sekaran, (2003). A mixture of approaches were employed using quantitative and qualitative approach which is grounded in the research literature Sekaran (2003); Ahuja, (2005). Data was collected using a combination of methods in order to facilitate triangulation of the findings for creating richer and deeper appreciation of the study phenomenon as well as giving validity to the research findings.

Research Strategy

A Research Strategy is a step-by-step plan of action that gives direction to thoughts and efforts, enabling researcher to conduct research systematically and on schedule to produce quality results and detailed reporting. This study took place as a snapshot and a representation of events over a given period of time, descriptive and cross sectional research design was used in the study, this helped the researcher to gather data required from the managers, and the staff of NMS at large as indicated under the research schedule and it covered a period of 2015 to 2017. Research strategy helped the researcher to use specific data collection methods to support the arguments. It further involved interviews, questionnaires and documentary reviews (Amin, 2005).

Research Duration

Research duration refers to the length of period or number of months or years to complete the research project. This research was carried out in four months and research data was collected from the field that is to say from National Medical Stores, which focused on the research topic, research objectives, and research questions or hypothesis.

Research Classification

The study used both quantitative and qualitative research approaches focusing on motivation and employee performance National Medical Staff.

According to Burns (2000:43), quantitative research uses descriptive statistics that enable the researcher to summarize quantities of data by using graphs and numbers such as values and percentages. Research methods in a quantitative study include experiments, surveys, content analysis and existing statistics Neumann, (2000:56). A quantitative study measures a phenomenon using numbers in conjunction with statistical procedures in order to process data and summarize results Creswell, (2004:2). The quantitative research paradigm was employed in this study. The major attraction of the quantitative design is that it is the oldest type of research that can describe, predict and explain a research phenomenon.

Neumann (2000:122) defines a qualitative study as an investigation that is intended to understand a social or human problem. Flick (2006:11) confirms that qualitative research is of specific relevance to the study of social relations. The quantitative research paradigm was employed in this study. Qualitative research involves a detailed report of the feelings, opinions, attitudes, beliefs and behavior of the respondents by use of words aided by pictures/visuals, sound, or objects.

Limitations of the study

The following limitations were faced while carrying out the research exercise:-

- i. Slow response from some of the respondents was expected since some of the respondents claimed to be busy and others not available at all. A friendly approach was adopted when dealing with the respondents in order to avert this problem and they were reminded so often.

- ii. Lack of access: the study depends on having access to managers and the some top administrators of NMS, the researcher anticipates finding access to all the aforementioned limited and/or denied. However, to access persons who seem to be inaccessible, the researcher seeks for their telephone contacts and reached them via phone calls.
- iii. Confidentiality: Also, some respondents most especially the managerial members of the NMS may deliberately reject and resist to participate in this study claiming that they may be accused of releasing confidential information to the public.

DATA COLLECTION AND MANAGEMENT

Study Population

The term population' refers to a well-defined group from which a sample can be drawn and which is specified in very concrete terms Neumann (2000). An example of a population can be a person, a group, an organization, a written document or symbolic message, or even a social action under investigation. The study population constituted 110 NMS workers at management and operational level, the accessible population for the study is 110 respondents at NMS headquarters in Entebbe-Uganda; this included stakeholders, shareholders, management and operational managers and others.

Target population in statistics is the specific population about which information is desired. According to Mugenda and Mugenda (2003), a population is a well defined or set of people, services, elements, events, group of things or households that are being investigated. This definition ensures that population of interest is homogeneous. And

by population the researcher means complete census of the sampling frames. In this study, the target population is NMS respondents who have knowledge on motivation and employee performance in public pharmaceutical sector in Uganda, focusing on National Medical Stores.

Sample Size

The sample size is an important feature of any empirical study in which the goal is to make inferences about a population from a sample. From the study population, a sample size of 86 of the respondents was drawn from the administration, management, finance and accounts, human resource department, procurement, and casual; laborers.

The distribution of the respondents is as in table 3.1:

Table 3.1: Distribution of the study population and sampling size

Category	Population	Sample Size	Sampling technique
Administration	10	08	Purposive Sampling
Management	15	14	Purposive sampling
Finance and Accounts	15	14	Random Sampling
Human Resource	20	15	Purposive
Procurement	15	14	Purposive sampling
Casual Laborers	35	21	Random sampling
Total	110	86	

Source: NMS HR Manual, (2017)

Sample Size Determination

Moser and Kalron (1979:53) asserts that in many cases, a researcher is unable to cover the entire population, in which case he/she takes a sample that is part of the population. They further experiment that the researcher is forced to sample in order to save money, time and other resources. The sample size for this study was selected based on the criteria set according to Neumann formula (2000).

$$n = \frac{N}{(1+N)(e)^2}$$

Where n= the required sample size

N= the study population

e= the level of significant co-efficient

$$n = \frac{110}{1 + 110(0.05)^2}$$

$$n = \frac{110}{1 + 110(0.0025)}$$

$$n = \frac{110}{1 + 0.275}$$

$$n = \frac{110}{1.275}$$

$$n = \underline{\underline{86}}$$

Sampling Techniques

Neumann, (2000) identifies two types of sampling techniques, namely probability (representative) sampling and non-probability (non-representative) sampling. With probability sampling, the researcher can determine the chance or probability of an element being included in the sample. This technique gave each and every member of

the population an equal chance of being selected for the sample. Examples of probability sampling include random sampling, stratified sampling and cluster sampling. In contrast, non-probability sampling is when the researcher has no way to determine the chances of inclusion of a particular element of the population in the sample.

The sample may be drawn depending on a determined size in advance, but there is no assurance of representativeness. Examples of non-probability sampling include haphazard sampling, quota sampling, snowball sampling, deviant-case sampling, sequential sampling, theoretical sampling and purposive sampling.

Purposive Sampling

In purposive sampling, the researcher used her own judgment about which respondents to choose, and picked only those who best served the purpose of the study.

In this study, purposive sampling was used because it is judgmental, allowing the researcher to handpick certain groups or individuals according to their relevance to the issue at hand as clearly stated by Aina and Ajifuruke, (2002). The use of purposive sampling was aimed at getting as more relevant and valuable information for the research as possible.

Random sampling

Random sampling as suggested by Murphy (2009) often means chance or a haphazard method of assignment and it is applied to eliminate bias, both conscious and unconscious, that the researcher could introduce in sample selection. This method also offers every member of the population an equal chance of being selected for the

assignment and it is required for inferential statistics since the researcher desires to make inferences about populations based on the behavior of samples.

Data Collection Methods

Data collection methods refer to the methods that are used to collect data. In this study, two types of data were used; the primary data and the secondary data. The primary data was obtained from primary sources by use of interviews, questionnaire. Secondary data was obtained from secondary sources that involved the reviewing of various internal and external documents in order to obtain the information and other sources that are necessary for the production of the final report. The researcher used questionnaire, interview and documents review methods to collect data.

Questionnaires

A questionnaire consists of a set of questions for submission to a number of persons or respondents in order to gather specific data about a given phenomenon or subject (Onyango, 2002). Babbie, (2005) explain that questionnaires fall into two categories, i.e. either open-ended (unstructured) or close-ended (structured) questionnaires. In close-ended (structured) questionnaires, the respondent is provided with a list of possible answers to choose from, thus eliminating the complexity and problems that emanate from the respondent providing his/her own responses. Close-ended questions are popular in survey research because they facilitate greater uniformity in the responses and are more easily processed than the responses to open-ended questions Babbie, 2005).

In open-ended (unstructured) questionnaires, the respondent is asked to provide his or her own answer to the question Babbie, (2005). Open-ended questionnaires were designed to permit free responses from participants rather than ones that are limited to specific alternatives. However, since there is no limit to possible responses to an open-ended questionnaire, accurately categorizing and analyzing such varied responses can be problematic if not impossible. It is for this reason that a single questionnaire contained both open-ended and closed-ended questions. The study employed an unstructured questionnaire with both open- and closed-ended questions.

Interview Method

Structured interview was designed in such a way that more specific and in-depth responses related to motivation and employee performance in National Medical Stores were obtained from respondents. The interview guides have questions similar to those in the questionnaire. The interview schedules were intended to help the researcher to cross check information already given and thus help to give validity to the data collected. With the aid of the interview schedules, various forms of interviews were conducted to enrich evidence obtained from other sources too. This method of data collection was used as well because according to Amin, (2005) interviews gave an opportunity to probe and obtain detailed information on an issue. Structured and open-ended interviews Amin, (2005) was carried out. Key respondents were asked to either propose solutions or provide insight into events.

Documentary Review

This includes reviewing existing literature, publications of other researchers, text books, journals and other correspondences, NMS reports and minutes, Human resource plans and papers presented in seminars and workshops were reviewed to back up primary findings. These instruments were used to gather secondary data to obtain a review of related published literature, HR records and reports of National Medical Stores.

Data Collection Instruments

Data collection instruments refer to the tools that were used to collect data. Qualitative and quantitative studies largely use the same research instruments for data collection. Popular examples of data collection techniques include self administered questionnaires and, interview guide. This study used both close-ended (structured) and open-ended (unstructured) questionnaires to ascertain the role of motivation and employee performance in public pharmaceutical sector in Uganda focusing on National Medical Stores.

The instruments of data collection the researcher used include; questionnaire, interview guide and documentary review. The questionnaire was self administered and categorized in both structured (close-ended) and unstructured (open-ended) in order to address specific objectives. Interview guides were unstructured (open-ended) questions to give a chance to the interviewer to probe the respondent on the assessment of specific objectives.

Self Administered Questionnaires

A Self- administered Questionnaire with open-ended questions using Likert scale of measurement was used to collect data from respondents. The Likert scale range from '1' for strongly disagree, '2' for disagree, '3' for not sure, '4' for agree and '5' for strongly agree. This method was used because it is easy to administer, and it allows literate respondents to give their views without fear. The researcher physically delivered the questionnaires to the selected respondents and picks them after one week, this enabled the respondents to have ample time to understand and fill.

Interview Guide

The staff members of National Medical Stores were interviewed to get information which may not be copied from questionnaires. The use of interview has the advantage of allowing the interviewer to classify questions that are not clear to the interviewee (Kalariola 2000).

Document Review Checklist

Document checklist included the use of secondary sources of data. Relevant documents from National Medical Stores were reviewed to elicit related data to the study in question. The documents reviewed included the NMS HR Policies and related books, dissertations of other researchers, websites etc. The use of these documents enabled the researcher to make an informed comparison between interpretation of events and those recorded in the documents. Relevant data from reviewed documents were photocopied for further use in the study.

Validity and Reliability of Instruments

The validity and reliability of the research instruments are important considerations when conducting research. Hopkins (2000) defines validity as how well a variable measures what it is supposed to measure; while reliability tells one how reproducible measures are in a retest. (Edwards and Talbot, 2004) suggest that the validity of information is based on the extent to which the methods measure what they are expected to.

Validity of Instruments

Validity is also seen as the extent to which a study is free from interference and contamination and control or variable manipulation. To ensure validity and reliability, the questionnaires were piloted on a small group of staffs from NMS (n=10) before distribution to the main sample. The pilot study was conducted to test whether the questions are clear and understood by different respondents, and led to improvements in the precision of the questions and how they captured content. Frankel and Wallen, (2000) recognize that the quality of instruments were used in any research is important because the information obtained through them is used to draw conclusions. The data collection method was used in this study (questionnaires) proved to be reliable. The pre-test reveals that the questionnaire should not take more than ten (10) minutes to complete. Confidentiality is guaranteed as questionnaires were returned anonymously.

Reliability of Instruments

Joppe (2000) defines reliability as: The extent to which results are consistent over time and an accurate representation of the total population under study is referred to as reliability and if the results of a study can be reproduced under a similar methodology, then the research instrument is considered to be reliable. Embodied in this citation is the idea of replicability or repeatability of results or observations.

Kirk and Miller (1986) identify three types of reliability referred to in quantitative research, which relate to: (1) the degree to which a measurement, given repeatedly, remains the same (2) the stability of a measurement over time; and (3) the similarity of measurements within a given time period.

To ascertain the reliability of the instruments, the study used the test retest method; where the same score on test one is the same as test two. The study will also employ the coefficient alpha, also known as the Cronbach Alpha. This was developed by Cronbach in 1951 and it is the average of the correlations of all the possible ways of dividing the test into two sets. Cronbach alpha splits all the questions on the instrument and computer correlation values for them. Like Correlation values for them; like correlation coefficient, the closer it is to; the higher the reliability estimate of the instrument.

Table 3.2: Reliability of instruments

No. of items	Section of the questionnaire	Cronbach's Alpha
1.	Reward and Recognition System	.789
2.	Staff Training and Career development	.791
3.	Continuous feedback	.890
Average		.823

Source: Primary Data, 2018

The reliability coefficient for each of the sections above exceeds 0.6. As can be seen from table 3.2, the lowest was 0.789 and the highest was 0.890. The average was 0.823 or 82.3%. According to Chadwick, Bahr and Aibrecht (1984: 250) as cited in Ehlers (2002:27) are of the opinion that reliability was acceptable at a level of 0.6 or above, with absolute reliability of 1.0 implying that the scales on the questionnaire that were used to measure the three sections were reliable and consistent.

Data Collection Procedure

This being an academic research, the researcher looked for a supportive letter explaining the objectives of the research signed by the Dean of School of Business Administration (SBA) before distributing the self administered questionnaires, interview guide and focus group discussions to the respondents. Respondents were asked to present their data confidentially and anonymously.

The process of collecting data from the field involves two activities mainly collection of data and presenting data. Data was collected by the researcher using questionnaires and interviews. Questionnaires were preferred by the researcher because they are inexpensive to administer, they allow respondents to fill them at their own convenience, and solicit information from several respondents within a very short time (Gupta, Proctor, 2007).

Data collection procedures like a census, observation, and administrative by-product was not used by the researcher because: a census requires data collection from everyone in the population of study, yet the research required just a sample from the population

of study. Observation requires observing subject's behavior and condition(s) directly and this cannot be used because people's opinions are directly unobservable yet the research requires collection of respondent's opinions. An administrative by-product lacks flexibility yet collecting respondents' opinions requires flexibility in presenting different alternatives to the respondents. Thus the researcher used questionnaires and interviews and documentary checklist in collecting respondents' opinions.

Data Processing

Data has no clear meaning unless it is analyzed and interpreted. Data analysis therefore gives raw data meaning and implications. Frankel and Wallen (2000), states that data analysis involves a number of closely related operations which are performed with the purpose of summarizing the collected data and organizing it in a manner that answers the research questions. Babbie, (2005) list the operations of data analysis to include editing, coding, classification and tabulation. It also entails categorizing, ordering, manipulating and summarizing data in order to find answers to the research questions.

Data Analysis

The data was collected from the field using questionnaires, interview schedules, and observation checklist was analyzed using both descriptive statistics and inferential statistics (correlation, regression and coefficients), Percentage was obtained from the frequency tables and correlation then the interpretation of the descriptive statistics. This made it possible to make appropriate inferences in terms of motivation and employee performance in National Medical Stores.

Ethical Consideration

The researcher obtained the consent of potential respondents, and explain to them the purpose and nature of the research, not only to ensure that participation in the research is voluntary, and also given to the full. When respondents volunteer to participate in the research, they were assured of confidentiality, and the assurance of their rights to withdraw from the research especially if and when questions asked, or if the process in general, tended to trigger emotional responses and affect self-understanding. In addition, the researcher endeavoured to make the process useful to the respondents by, for example, providing information that addressed questions are likely to rise, and giving them information about other support services. As it is increasingly advocated that “people who contribute to research as participants, informants or respondents should be offered or given information about research findings and outcomes,” Magga, (2003), the researcher discussed draft bits of findings with key informants, and promised to provide them with copies of the final report of the research.

CHAPTER FOUR

DEMOGRAPHIC CHARACTERISTICS OF THE RESPONDENTS

Introduction

The main purpose of this chapter was to analyze the background information of the respondents in National Medical Stores in relation to their age, gender, duration in service and level of education. The information was presented by the use of tabulation.

Gender of the respondents

The gender of the respondents was summarized in table 4.1.

Table 4.1: Gender of the respondents

	Frequency	Percent	Cumulative Percent
Valid Male	63	73.3	73.3
Female	23	26.7	100.0
Total	86	100.0	

Source: Field Data, 2018

As shown in table 4.1 indicates that, 63(73.3%) were male and 23(26.7%) were female.

The inclusion of both sexes targeted collecting data from both sexes so as to avoid biased reporting on motivation and employee performance in National Medical Stores.

Age Bracket of the respondents

Respondents were asked to reflect their ages and the results are as shown in table 4.2.

Table 4.2: Age Bracket of the respondents

	Frequency	Percent	Cumulative Percent
Valid 20 - 29 years	14	16.3	16.3
30 - 39 years	41	47.7	64.0
40 - 49 years	20	23.3	87.2
50 years and above	11	12.8	100.0
Total	86	100.0	

Source: Field Data, 2018

Results in the table 4.2 reveal that the majority 41(47.7%) of the respondents were between 30 and 39 years, 14(16.3%) were between 29 and 29 years, 20(23.3%) were between 40 and 49 years, 11(12.8%) were above 50 years. These are the most active dynamic groups and capable of providing reliable data.

Level of Education Attained by the Respondents

The levels of education attained by the respondents were summarized in table 4.3.

Table 4.3: Academic qualifications

	Frequency	Percent	Cumulative Percent
Certificate	24	27.9	27.9
Diploma	17	19.8	47.7
Valid Undergraduate degree	30	34.9	82.6
Masters	15	17.4	100.0
Total	86	100.0	

Source: Field Data, 2018

Table 4.3 reveals that 24(27.9%) of respondents had certificates in different courses, 17(19.8%) had diplomas, 30(34.9%) had undergraduate degrees and 15(17.4%) had masters degree. It was revealed that respondents were capable of providing accurate and reliable information on motivation and employee performance in NMS.

Category of work by the respondents

The departments of work by the respondents were summarized in table 4.4.

Table 4.4: Category of work by the respondents

	Frequency	Percent	Cumulative Percent
Administration	8	9.3	9.3
Management	14	16.3	25.6
Finance and Accounts	14	16.3	41.9
Valid Human Resource	15	17.4	59.3
Procurement	14	16.3	75.6
Casual Laborer	21	24.4	100.0
Total	86	100.0	

Source: Field Data, 2018

Results from table 4.4 indicates that, 8(9.3%) were from administration department, 14(16.3%) were from management department, 14(16.3%) were from finance and accounts department, 15(17.4%) were from human resource department, 14(16.3%) were from procurement department and 21(24.4%) were casual laborers at National Medical Stores. This implies that the majority of respondents were capable and had capacity to provide precise and concise information on motivation and employee performance in National Medical Stores.

Number of Years in Service with National Medical Stores

Table 4.5 below presents respondents' years in service.

Table 4.5: Duration in service

	Frequency	Percent	Cumulative Percent
0-2 Years	18	20.9	20.9
3 - 5 Years	27	31.4	52.3
Valid 6 - 8 Years	20	23.3	75.6
9 years and above	21	24.4	100.0
Total	86	100.0	

Source: Field Data, 2018

In table 4.5 above, 18(20.9%) of the respondents had worked for between 0-2 years, 27(31.4%) had worked for between 3 - 5 years, 20(23.3%) had worked for between 6 - 8 years and 21(24.4%) had worked for 9 years and above. This reveals that quite a number of respondents in the population were not that very old in the system, but with a good blend to provide very good ideas and responses. The inclusion of both new and old workers was to provide a balance in responses and ideas.

CHAPTER FIVE
RECOGNITION AND REWARDS PROMOTE EMPLOYEE PERFORMANCE
IN NATIONAL MEDICAL STORES

Introduction

This chapter presents analysis and interpretation of findings on how recognition and rewards promote employee performance in National Medical Stores.

Seeking to increase employee performance using rewards or recognition can sometimes be a daunting task for administrators and managers. When armed with the right information and the proper techniques, managers can be experts at enhancing motivation using rewards in no time.

Employee reward systems refer to programs set up by a company to reward performance and motivate employees on individual and/or group levels. They are normally considered separate from salary but may be monetary in nature or otherwise have a cost to the company.

Employee recognition is a communication tool that reinforces and rewards the most important outcomes that people create for business. The recognition must supply the employer and employee with specific information about what behaviors or actions are being rewarded and recognized. The more clearly managers design and communicate the criteria for eligibility for the award, the easier it is for employees to perform accordingly.

NMS involve employees in the development, implementation of rewards programs

Respondents were asked whether National Medical Stores (NMS) administration and management involve employees in the development, implementation of revision reward programs. Their responses are as presented in table 5.1.

Table 5.1: NMS involve employees in the development, implementation of rewards

	Frequency	Percent	Cumulative Percent
Valid			
Strongly Disagree	13	15.1	15.1
Disagree	12	14.0	29.1
Neutral	5	5.8	34.9
Agree	35	40.7	75.6
Strongly Agree	21	24.4	100.0
Total	86	100.0	

Source: Field Data, 2018

Result of findings in table 5.1 indicate that 56(65.1%) of the respondents generally agreed that National Medical Stores (NMS) administration and management involve employees in the development, implementation of revision reward programs. This implies that involving all employees (or representatives from different positions) encourage communication between employees and management about the rewards process. It also reveals that both employees and upper management of NMS are onboard with the reward system. Though 5(5.8%) were not sure and 25(29.1%) of the respondents disagreed. This indicates that not all employees are involved in the rewards and recognition system of National Medical Stores.

NMS ensure that employees view the rewards as worth the effort

When respondents were asked whether National Medical Stores (NMS) ensure that employees view the rewards as worth the effort, their responses were as summarised in table 5.2.

Table 5.2: NMS ensure that employees view the rewards as worth the effort

	Frequency	Percent	Cumulative Percent
Valid Strongly Disagree	10	11.6	11.6
Disagree	10	11.6	23.3
Neutral	10	11.6	34.9
Agree	42	48.8	83.7
Strongly Agree	14	16.3	100.0
Total	86	100.0	

Source: Field Data, 2018

According to findings in table 5.2, the majority 56(65.1%) of the respondents agreed that National Medical Stores (NMS) ensure that employees view the rewards as worth the effort. This is an indication that including employees in the reward program development process is critical to ensure that they value the rewards and see them as worth the effort. Though, 10(11.6%) were not sure and 20(23.3%) of the respondents disagreed. Therefore, Administrators and Managers of NMS should value all employee input and select rewards accordingly, because employees who see the rewards as worth the effort will be more motivated to work hard to obtain them.

Employees understand how to earn the rewards

Respondents were asked whether National Medical Stores – Entebbe ensure that employees understand how to earn the rewards and recognition for the job performed.

Their responses were as presented in table 5.3.

Table 5.3: Employees understand how to earn the rewards

	Frequency	Percent	Cumulative Percent
Valid			
Strongly Disagree	8	9.3	9.3
Disagree	15	17.4	26.7
Neutral	8	9.3	36.0
Agree	44	51.2	87.2
Strongly Agree	11	12.8	100.0
Total	86	100.0	

Source: Field Data, 2018

From table 5.3, the majority 55(64%) of the respondents had similar opinions that National Medical Stores – Entebbe ensure that employees understand how to earn the rewards and recognition for the job performed. This means that administrators and managers clearly delineate or define how employees can earn rewards and recognition for the better work performed. They further elaborated that when employees have a comprehensive understanding of what is expected of them, they will be more capable of achieving performance standards, thus improved performance of both employees and organization. However, 8(9.3%) were not sure and 23(26.7%) of the respondents disagreed. This reveals that not all employees working with NMS understand how to earn rewards; therefore management should implement procedures employees have to follow earn better rewards and recognition.

Set reasonable and transparent performance standards for rewards

A performance standard is a management-approved expression of the performance thresholds, requirements, or expectations that must be met to be appraised at a particular level of performance. On the question whether National Medical Stores, Entebbe sets reasonable and transparent performance standards. Their responses are as shown in table 5.4.

Table 5.4: Set reasonable and transparent performance standards for rewards

	Frequency	Percent	Cumulative Percent
Valid			
Strongly Disagree	9	10.5	10.5
Disagree	8	9.3	19.8
Neutral	6	7.0	26.7
Agree	47	54.7	81.4
Strongly Agree	16	18.6	100.0
Total	86	100.0	

Source: Field Data, 2018

Findings in table 5.4 present that 63(73.3%) generally agreed that National Medical Stores, Entebbe sets reasonable and transparent performance standards. This implies that employees must see the rewards as attainable in order for them to engage in the necessary effort to obtain them. Managers also check in with employees to ensure that they believe the rewards are within their reach. Though 6(7%) were not sure and 17(19.8%) of the respondents were in disagreement. Therefore, NMS should provide the employees with a dashboard where they can view their performance in real time, this will allow them to accurately assess their own performance and have realistic expectations for rewards.

NMS offer financial rewards, non-monetary rewards and recognition.

One of the main incentives a lot of employers use to improve performance is monetary rewards. Respondents were asked whether National Medical Stores offer financial rewards, non-monetary rewards and recognition. Their responses were as presented in table 5.5.

Table 5.5: NMS offer financial rewards, non-monetary rewards and recognition.

	Frequency	Percent	Cumulative Percent
Strongly Disagree	8	9.3	9.3
Disagree	11	12.8	22.1
Neutral	6	7.0	29.1
Agree	52	60.5	89.5
Strongly Agree	9	10.5	100.0
Total	86	100.0	

Source: Field Data, 2018

According to findings in table 5.5, the majority 61(71%) of the respondents were in agreement that National Medical Stores offer financial rewards, non-monetary rewards and recognition. This reveals that reward systems that include a combination of cash and non-monetary rewards as well as social awards (for example, recognition and praise) have the greatest impact on employee performance in NMS. However, 6(7%) of the respondents were not sure whether NMS offer financial rewards or non - monetary rewards or not and 19(22.1%) of the respondents disagreed. Therefore, monetary and non-monetary incentives should vary in how effective employees are and how well they work.

Employees view the reward system as fair

Respondents were asked whether employees at National Medical Stores view the reward system as fair. Their responses were as indicated in table 5.6.

Table 5.6: Employees view the reward system as fair

	Frequency	Percent	Cumulative Percent
Strongly Disagree	9	10.5	10.5
Disagree	7	8.1	18.6
Neutral	6	7.0	25.6
Agree	48	55.8	81.4
Strongly Agree	16	18.6	100.0
Total	86	100.0	

Source: Field Data, 2018

Result of findings in table 5.6 reveal that 64(74.4%) of the respondents generally agreed that National Medical Stores view the reward system as fair. This indicates that employees view the reward system as fair and engaged in trying to obtain the reward for the work performed. Though, 6(7%) were not sure and 16(18.6%) of the respondents disagreed. Therefore, rewards should be distributed consistently according to predetermined policies of National Medical Stores. Managers and other stakeholders should never engage in favoritism or cut corners as this will have a detrimental impact on employee performance.

NMS always link rewards to performance

When linking rewards to performance, it is often viewed as the easiest way to achieve the biggest impact. Respondents were asked whether National Medical Stores (NMS) always link rewards to performance and their responses were as presented in table 5.7.

Table 5.7: Always link rewards to performance

	Frequency	Percent	Cumulative Percent
Valid			
Strongly Disagree	13	15.1	15.1
Disagree	18	20.9	36.0
Neutral	9	10.5	46.5
Agree	34	39.5	86.0
Strongly Agree	12	14.0	100.0
Total	86	100.0	

Source: Field Data, 2018

Findings in table 5.7 present that 46(53.5%) of the respondents agreed that whether National Medical Stores (NMS) always link rewards to performance. This implies that rewards have the most impact on influencing employee performance in NMS, and directly linked to the desired behavior. Though, 9(10.5%) were not sure and 31(36%) of the respondents disagreed. Therefore, linking rewards through performance should only be done with solid planning and thorough training of employees, and they should understand the connection between their reward and their performance, they will be motivated to perform optimally in the future.

Recognize small and large accomplishments

Respondents were asked whether National Medical Stores recognise small and large accomplishments and their responses were as shown in table 5.8.

Table 5.8: Recognize small and large accomplishments

	Frequency	Percent	Cumulative Percent
Valid	Strongly Disagree	10	11.6
	Disagree	8	20.9
	Neutral	6	27.9
	Agree	46	81.4
	Strongly Agree	16	100.0
	Total	86	100.0

Source: Field Data, 2018

Findings in table 5.8 indicate that 62(72.1%) of the respondents generally agreed that National Medical Stores recognise small and large accomplishments. This reveals that employees are rewarded when they meet large goals as well as smaller milestones. This ensures that they receive recognition for their progress and that their behavior is consistent with NMS expectations. Though, 6(7%) were not sure and 18(20.9%) of the respondents disagreed. *In an interview held with staff in HR department, they argued that taking time to recognise employee achievements helps foster engagement, increases productivity, and reduces tension in the work environment.*

Reward teamwork and cooperation

Respondents were asked whether National Medical Stores reward teamwork and cooperation to ensure employee performance. Their responses were as summarised in table 5.9.

Table 5.9: Reward teamwork and cooperation

	Frequency	Percent	Cumulative Percent
Valid Strongly Disagree	9	10.5	10.5
Disagree	9	10.5	20.9
Neutral	7	8.1	29.1
Agree	46	53.5	82.6
Strongly Agree	15	17.4	100.0
Total	86	100.0	

Source: Field Data, 2018

According to table 5.9, the majority 61(70.9%) of the respondents were in agreement that National Medical Stores reward teamwork and cooperation to ensure employee performance. This indicates that team-based incentives were found to be more effective at increasing performance than individual incentives. Though 7(8.1%) were not sure and 18(20.9%) of the respondents were in disagreement. Therefore, if team-based rewards are not already included in the NMS strategy, they should be. Additionally, the resources devoted to team-based rewards should be substantial. This could have a significant impact on cooperation, employee cohesiveness and the NMS' bottom line.

NMS never take a good performance for granted

Rewards programs have the greatest effect on employee performance and the resulting gains last longer. National Medical Stores never take a good employee performance and their responses were as indicated in table 5.10.

Table 5.10: Never take a good performance for granted

	Frequency	Percent	Cumulative Percent
Valid Strongly Disagree	11	12.8	12.8
Disagree	9	10.5	23.3
Neutral	10	11.6	34.9
Agree	42	48.8	83.7
Strongly Agree	14	16.3	100.0
Total	86	100.0	

Source: Field Data, 2018

Findings in table 5.10 reveal that 56(65.1%) of the respondents were in agreement that National Medical Stores never take a good employee performance. This means that to keep top talent on the team, NMS continues to acknowledge and reward an excellent performance. Though, 10(11.6%) were not sure and 20(23.3%) of the respondents disagreed. *In an interview held with Heads of Departments, they narrated that Rewards are invaluable in aligning employee behavior with the organization's business strategy. Ensure that rewarded behavior is in line with company standards, objectives and strategy.*

NMS Provide rewards immediately after the employee achieves the desired behavior
 Respondents were asked whether National Medical Stores (NMS) Provide rewards immediately after the employee achieves the desired behavior. Their responses were as indicated in table 5.11.

Table 5.11: Provide rewards immediately after the employee achieves the desired behavior

	Frequency	Percent	Cumulative Percent
Strongly Disagree	8	9.3	9.3
Disagree	6	7.0	16.3
Neutral	6	7.0	23.3
Agree	37	43.0	66.3
Strongly Agree	29	33.7	100.0
Total	86	100.0	

Source: Field Data, 2018

According to findings in table 5.11, the majority 66(76.7%) of the respondents were in agreement that National Medical Stores (NMS) Provide rewards immediately after the employee achieves the desired behavior. This indicates that there is a temporal component to the effect of the reward in NMS, they elaborated that the longer the delay in providing the reward after the employee’s achievement, the less of an impact it has in shaping subsequent behavior. Though, 6(7%) were not sure on the question raised and 14(16.3%) of the respondents disagreed. This means that sometime NMS administrators do not provide rewards immediately after accomplishing the given task.

Match the reward to the employees

Respondents were asked whether National Medical Store match the reward to the employees. Their responses were as shown in table 5.12.

Table 5.12: Match the reward to the employee

	Frequency	Percent	Cumulative Percent
Strongly Disagree	8	9.3	9.3
Disagree	6	7.0	16.3
Neutral	6	7.0	23.3
Agree	29	33.7	57.0
Strongly Agree	37	43.0	100.0
Total	86	100.0	

Source: Field Data, 2018

Findings in table 5.12 indicate that 66(76.7%) of the respondents were in agreement that National Medical Store match the reward to the employees. This reveals that NMS sometime allow each employee to select their own reward or decide what rewards employees should receive under predefined circumstances. This enhances their commitment to achieving the reward by engaging in the required behavior. Though 6(7%) were not sure and 14(16.3%) of the respondents were in disagreement. This means that not all employees at National Medical Stores are given this opportunity of matching their rewards.

CHAPTER SIX
TRAINING AND CAREER DEVELOPMENT PROMOTES EMPLOYEE
PERFORMANCE IN NATIONAL MEDICAL STORES

Introduction

This chapter presents analysis and interpretation of findings on how training and career development promote employee performance.

Training and career development presents a prime opportunity to expand the knowledge base of all employees, but many employers in the current climate find development opportunities expensive. Employees attending training sessions also miss out on work time which may delay the completion of projects. However despite these potential drawbacks, training and development provides both the individual and organisations as a whole with benefits that make the cost and time a worthwhile investment. The return on investment from training and development of employees is really a no brainer.

Human resource management regards training and career development as a function concerned with organizational activity aimed at bettering the job performance of individuals and groups in organizational settings. Training and development can be described as an educational process which involves the sharpening of skills, concepts, changing of attitude and gaining more knowledge to enhance the performance of employees.

NMS design and develop training to meet its overall goals and objectives

Staff training is any planned activity to transfer or modify knowledge, skills and attitudes through learning experience. Respondents were asked whether National Medical Stores design and develop training to meet its overall goals and objectives. Their responses were as presented in table 6.1.

Table 6.1: NMS design and develop training to meet its overall goals and objectives

	Frequency	Percent	Cumulative Percent
Strongly Disagree	11	12.8	12.8
Disagree	13	15.1	27.9
Valid Agree	50	58.1	86.0
Strongly Agree	12	14.0	100.0
Total	86	100.0	

Source: Field Data, 2018

According to findings in table 6.1, the majority 62(72.1%) of the respondents were in agreement that National Medical Stores design and develop training to meet its overall goals and objectives. This means that NMS conduct staff training and development to enable them be acquainted with its common goal. Though 24(27.9%) of the respondents disagreed. *In an interview held with HR Manager, he argued that staff training and career development helps in understanding and carrying out organizational policies thereby developing leadership skills, motivation, loyalty, better attitudes, and other aspects that successful employees and managers usually display.*

Consistent Experience and Background of Knowledge

Respondents were asked whether a structured training and development program ensures that employees have a consistent experience and background knowledge. Their responses were as mentioned in table 6.2.

Table 6.2: Consistent Experience and Background of Knowledge

	Frequency	Percent	Cumulative Percent
Strongly Disagree	8	9.3	9.3
Disagree	8	9.3	18.6
Neutral	6	7.0	25.6
Agree	21	24.4	50.0
Strongly Agree	43	50.0	100.0
Total	86	100.0	

Source: Field Data, 2018

Findings in the table 6.2 indicate that 64(74.4%) of the respondents were in agreement that a structured training and development program ensures that employees have a consistent experience and background knowledge. This implies that the consistency is relevant for the NMS' basic policies and procedures. All employees are aware of the expectations and procedures within and this includes procurement, safety, drug distribution, discrimination and administrative tasks. Though 6(7%) of the respondents were not sure and 16(18.6%) disagreed. Therefore, putting all employees through regular training in these areas ensures that all staff members at least have exposure to the information, thus improved performance of employees and the organization.

Internal promotion opportunities

Staff training and career development helps to expand the horizons of human intellect and an overall personality of the employees. Respondents were asked whether training and career development provide internal promotion opportunities. Their responses were as indicated in table 6.3.

Table 6.3: Internal promotion opportunities

	Frequency	Percent	Cumulative Percent
Valid			
Strongly Disagree	11	12.8	12.8
Disagree	9	10.5	23.3
Neutral	5	5.8	29.1
Agree	41	47.7	76.7
Strongly Agree	20	23.3	100.0
Total	86	100.0	

Source: Field Data, 2018

Result of findings in table 6.3 reveal that 61(71%) of the respondents have similar opinions that training and career development provide internal promotion opportunities. This means that ongoing training of existing staff become more eligible for internal promotions at National Medical Stores; they argued that training and development has helped NMS in increasing the job knowledge and skills of employees at each level. Though 5(5.8%) were not sure on the statement and 20(23.3%) disagreed. This means that not all staff attended training development courses have received internal promotions.

Improved Productivity

Respondents were asked whether training and career development improve employee productivity. Their responses were as presented in table 6.4.

Table 6.4: Training and career development improve employee productivity

	Frequency	Percent	Cumulative Percent
Valid Strongly Disagree	10	11.6	11.6
Disagree	7	8.1	19.8
Neutral	5	5.8	25.6
Agree	46	53.5	79.1
Strongly Agree	18	20.9	100.0
Total	86	100.0	

Source: Field Data, 2018

Findings in table 6.4 show that 64(74.4%) of the respondents agreed that training and career development improve employee productivity at National Medical Stores. This means that training and development leads to improved productivity and more positive attitudes towards accomplishing given tasks. Though 5(5.8%) were not sure and 17(19.8%) of the respondents disagreed. *In an interview held with Trainee at NMS, she argued that training and development has helped employees in understanding and carrying out NMS policies thereby developing leadership skills, motivation, loyalty, better attitudes, and other aspects that successful employees and managers usually display.*

Employee Confidence

Continuous training and career development also keeps employees on the cutting edge of organization developments. When respondents were asked whether staff training and career development build the employee's confidence; their responses were as presented in table 6.5.

Table 6.5: Employee Confidence

	Frequency	Percent	Cumulative Percent
Valid Strongly Disagree	9	10.5	10.5
Disagree	8	9.3	19.8
Neutral	8	9.3	29.1
Agree	50	58.1	87.2
Strongly Agree	11	12.8	100.0
Total	86	100.0	

Source: Field Data, 2018

Result of findings in table 6.5 show that 61(70.9%) of the respondents generally agreed that staff training and career development build the employee's confidence. This implies that confidence push employees to perform even better and think of new ideas that help them excel. Though 8(9.3%) of the respondents were not sure and 17(19.8%) of the respondents were disagreement. This implies that not all employees acquired potential training and career developments are confident enough to operate on their own without supervision. *In an interview with Managing Director, NMS, he argued that all employees who are competent and confident have helped NMS hold a position as outstanding.*

Address weakness of employees

When respondents were asked whether staff training and career development address weaknesses of employees at National Medical Stores; their responses were as revealed in table 6.6.

Table 6.6: Address weakness of employees

	Frequency	Percent	Cumulative Percent
Valid Strongly Disagree	9	10.5	10.5
Disagree	13	15.1	25.6
Neutral	8	9.3	34.9
Agree	50	58.1	93.0
Strongly Agree	6	7.0	100.0
Total	86	100.0	

Source: Field Data, 2018

Research findings in table 6.6 discover that 56(65.1%) of the respondents agreed that staff training and career development address weaknesses of employees at National Medical Stores. This implies some employees have some weaknesses in their workplace skills. training program allows them to strengthen those skills that each employee needs to improve and development program brings all employees to a higher level so they all have similar skills and knowledge, this helped to reduce any weak links within the NMS. However, 8(9.3%) were not sure on the question raised and 22(25.6%) of the respondents disagreed. Therefore, providing the necessary training creates an overall knowledgeable staff.

Employee Satisfaction

Employee satisfaction is a measure of workers' contentedness with their job, whether or not they like the job or individual aspects or facets of jobs, such as nature of work or supervision. Respondents were asked whether staff training and career development results into employee satisfaction. Their responses were as revealed in table 6.7.

Table 6.7: Employee Satisfaction

	Frequency	Percent	Cumulative Percent
Strongly Disagree	14	16.3	16.3
Disagree	8	9.3	25.6
Neutral	5	5.8	31.4
Agree	45	52.3	83.7
Strongly Agree	14	16.3	100.0
Total	86	100.0	

Source: Field Data, 2018

According to findings in table 6.7, the majority 59(68.6%) of the respondents were in agreement that staff training and career development results into employee satisfaction. This indicates that at NMS, employee with access to training and development programs have the advantage and satisfied over employees who did not attend training and career development courses. Though 5(5.8%) were not sure and 22(25.6%) of the respondents disagreed. Therefore, employees who feel appreciated and challenged through training and development opportunities feel more satisfaction toward their jobs.

Reduction of turnover and absenteeism

Respondents were asked whether proper staff training and career development reduce employer turnover and absenteeism at National Medical Store. Their responses were as indicated in table 6.8.

Table 6.8: Reduction of turnover and absenteeism

	Frequency	Percent	Cumulative Percent
Valid Strongly Disagree	11	12.8	12.8
Disagree	9	10.5	23.3
Neutral	6	7.0	30.2
Agree	50	58.1	88.4
Strongly Agree	10	11.6	100.0
Total	86	100.0	

Source: Field Data, 2018

Research findings in table 6.8 present that 60(69.7%) of the respondents agreed that proper staff training and career development reduce employer turnover and absenteeism at National Medical Store. This implies that training creates a feeling of confidence in the minds of the employees and gives them a security at the workplace. However 6(7%) were not sure and 20(23.3%) of the respondents disagreed. This reveals that there are other factors cause employee turnover and absenteeism which should be careful managed to ensure employee performance.

Layer Training Methods

The most effective training programs use layered the, sustainable learning activities to create performance improvement over time. An employee who receives the necessary training is better able to perform his or her job. Respondents were asked whether National Medical Stores use Layer Training Methods to ensure employee performance. Their responses were indicated in table 6.9.

Table 6.9: Layer Training Methods

	Frequency	Percent	Cumulative Percent
Valid Strongly Disagree	10	11.6	11.6
Disagree	10	11.6	23.3
Neutral	9	10.5	33.7
Agree	41	47.7	81.4
Strongly Agree	16	18.6	100.0
Total	86	100.0	

Source: Field Data, 2018

Findings in table 6.9 indicate that 57(66.3%) of the respondents agreed that National Medical Stores use Layer Training Methods to ensure employee performance. This is an implication that a layered approach targets the essential employee, training the right people at the right time in the right way. They also indicate that a layered approach blends learning experiences and training methods that maximize the benefits of time. Though, 9(10.5%) were not sure and 20(23.3%) of the respondents disagreed.

CHAPTER SEVEN
PROVISION OF CONTINUOUS FEEDBACK PROMOTES EMPLOYEE
PERFORMANCE IN NATIONAL MEDICAL STORES

Introduction

This chapter presents analysis and interpretation of findings on how the provision of continuous feedback promotes employee performance in National Medical Stores.

Continuous feedback focuses on providing ongoing feedback and coaching by openly discussing an employee's strengths and weaknesses on a regular basis. Continuous feedback is a substitute for annual appraisals; it's dialogue between employees and managers which is ongoing and focused on results rather than rankings.

Continuous feedback is feedback which is ongoing, but it's also much more than that. It's feedback which builds towards pragmatic and actionable next steps and development objectives, rather than a form-filling exercise which focuses on retrospective ratings. The way continuous feedback works depends on the company, but it has several features which make it the ideal replacement for outdated annual appraisals. Firstly, continuous feedback means that employees don't have to wait until an arbitrary date to get feedback or discuss an issue, concern or idea with their manager. An effective continuous feedback system will allow for that kind of dialogue on a regular basis.

Efficiency of the employees and effectiveness of the job well done

Respondents were asked whether continuous feedback increases the efficiency of the employee and the effectiveness of the job well done. Their responses were as shown in table 7.1.

Table 7.1: efficiency of the employee and the effectiveness of the job well done

	Frequency	Percent	Cumulative Percent
Valid Strongly Disagree	11	12.8	12.8
Disagree	9	10.5	23.3
Neutral	5	5.8	29.1
Agree	24	27.9	57.0
Strongly Agree	37	43.0	100.0
Total	86	100.0	

Source: Field Data, 2018

Findings in table 7.1 reveal that 61(70.9%) of the respondents agreed that feedback ensures that the employees understand their status in terms of performance and how efficient they are and can become in order to ensure that their task execution is appreciated, yields the best performance for the good/ benefit of NMS. On the other hand however, 5(5.8%) were not sure and 20(23.3%) noted that sometimes that feedback is not good and because it may not involve balanced but often biased communication, it may not drive the employees who feel un appreciated to perform better than before thus task execution may not be improved upon. Generally, feedback is crucial because it ensured that the superiors communicate effectively with subordinates so that performance gaps can be closed, areas of tremendous performance be consolidated and the overall performance becomes well nourished because feedback on continuous basis increases the efficiency and effectiveness of the staff at job.

Continuous feedback improves employee engagement and job satisfaction

Respondents were asked whether continuous feedback improves employee engagement and job satisfaction. Their responses were as indicated in table 7.2.

Table 7.2: Continuous feedback improves employee engagement and job satisfaction.

	Frequency	Percent	Cumulative Percent
Valid	Strongly Disagree	12	14.0
	Disagree	17	33.7
	Neutral	5	39.5
	Agree	42	88.4
	Strongly Agree	10	100.0
	Total	86	100.0

Source: Field Data, 2018

Employees are required to ensure that the actual performance is attained because it is why they are hired. Findings in table 7.2 reveal that 52(60.4%) of the respondents agreed that with constant and continuous feedback to the staff, a higher level of performance is attained with improved involvement of all the workers in order to ensure that they fulfill the job demands. On the other hand, however 5(5.8%) were not sure and 29(33.8%) of the respondents did not agree which means that the feedback mechanisms are not clear and transparent because they argued when interviewed that they often get feedback about their performance in weekly briefings when they are being notified about their not being consistent and hardworking, that there are more blame games than could be necessary. But as agreed generally, the findings imply that the timely, effective and efficient engagement of the employees at work ensures that the tasks allocated are executed in time. A good and well accomplished job has guaranteed improved output and more job satisfaction on the side of the staff.

Continuous feedback has helped NMS to identify potential problems

When respondents were asked whether continuous feedback has helped NMS to identify potential problems; their responses were as shown in table 7.3.

Table 7.3: Continuous feedback has helped NMS to identify potential problems.

	Frequency	Percent	Cumulative Percent
Valid	Strongly Disagree	13	15.1
	Disagree	9	25.6
	Neutral	5	31.4
	Agree	45	83.7
	Strongly Agree	14	100.0
	Total	86	100.0

Source: Field Data, 2018

From table 7.3, 59(68.6%) of the respondents agreed that the management welcomes comments, suggestions and any form of feedback that ensures proper communication between the upper tier and subordinate levels. This has enabled the management to identify the loopholes in drugs procurement, distribution and safety. However, 5(5.8%) of the respondents were not sure and 22(25.6%) disagreed which indicates that because of fear by the staff to lose their jobs if they say the truth and critique their bosses, and because of the wide disparity in fraternizing, between the subordinate and senior staff, a lot of information pertaining to the challenges faced by the organization are not aired and remain largely unsolved, but the belief is that there is regular and viable feedback which has helped the management and political heads at the ministry of Health to identify challenges such as failure to deliver drugs in time, failure to procure drugs in time and administrative challenges.

Continuous feedback enhances the productivity of the National Medical Stores

Respondents were asked whether continuous feedback the productivity of the National Medical Stores. Their responses were as presented in table 7.4.

Table 7.4: Continuous feedback enhances the productivity of the NMS

	Frequency	Percent	Cumulative Percent
Valid	Strongly Disagree	9	10.5
	Disagree	12	14.0
	Neutral	6	7.0
	Agree	33	38.3
	Strongly Agree	26	30.2
	Total	86	100.0

Source: Field Data, 2018

From table 7.4, 59(68.5%) of the respondents agreed that the feedback which is wide spread and considered vital in monitoring and evaluation if the individual and team performance enables the staff to improve at individual and group level their efforts at work. For 6(7%) were not sure (neutral), and 21(24.4%) did not agree because negative feedback or criticisms demotivate some staff at subordinate levels and they tend to deliberately miss some productive time and dodge tasks to the detriment of the organization. The evaluation of performance ultimately leads to appraisal of individual staff's compliance at work and their urge to deliver well which means that at that individual, and later group level, performance is enhanced for example the organization on is able to carry out procurement planning, acquisition of supplies, distribution of supplies (drugs) transportation, documentation and ensuring that inventory at the Headquarter stores and hospitals are regularly replenished. This implies that continuous feedback enhances the productivity of National Medical Stores.

Continuous feedback align employees with NMS strategy

When respondents were asked whether continuous feedback align employees with National Medical Stores strategy; their responses are presented in table 7.5.

Table 7.5: Continuous feedback align employees with NMS Strategy

	Frequency	Percent	Cumulative Percent
Strongly Disagree	11	12.8	12.8
Disagree	12	14.0	26.7
Neutral	10	11.6	38.4
Agree	39	45.3	83.7
Strongly Agree	14	16.3	100.0
Total	86	100.0	

Source: Field Data, 2018

Employees are aligned to the established strategy of timely and constant provision of drugs to the Health facilities. From table 7.5, 53(61.6%) of the respondents agreed that when availed with appraisal information, the staff are able to assess their own/ individual and team performance which aims at enabling the organization attain timely and constant provision of drugs to the health facilities where they are required. On the other hand, 10(11.6%) of the respondents were not sure (neutral) and 23(26.7%) noted that the employees mind more about their individual effort and do not prioritize the strategy directly though it comes with time when assessments/ appraisals are being done. With majority (61.6%) in agreement, the employees in National Medical Stores focus on the demands if their work and ultimately the strategy for timely and constant supply and accessibility to drugs by the public at the Health Facilities.

Continuous feedback boosts the employees to give their best

A continuous feedback system is a necessary part of implementing continuous feedback. Respondents were asked whether continuous feedback boosts the employees to give their best. Their responses were as summarised in table 7.6.

Table 7.6: Continuous feedback boosts the employees to give their best

	Frequency	Percent	Cumulative Percent
Valid Strongly Disagree	15	17.4	17.4
Disagree	14	16.3	33.7
Neutral	7	8.1	41.8
Agree	39	45.3	87.1
Strongly Agree	11	12.9	100.0
Total	86	100.0	

Source: Field Data, 2018

The interaction between the employees and management and among the employees themselves gives / avails viable information to the individual staff which makes them to evaluate and appreciate their own performance. From table 7.6, 50(58.2%) agreed that employees are able to enhance their output by availing all their effort and time to work, competing favourably amongst the departments for service delivery expertise and ensuring compliance to the established organization standards. However, 7(8.1%) were not sure, 29(33.7%) disagreed that employees imply follow the performance rules and regulations, performance manual and the organization procedures, therefore going by the fact that 58.1% of the respondents agreed, it implies that with constant feedback has enabled the employees in National Medical Stores to perform to their best.

Creating an engaging and enjoyable workplace

Respondents were asked whether continuous feedback is a critical factor in creating an engaging and enjoyable workplace. Their responses were as shown in table 7.7.

Table 7.7: Creating an engaging and enjoyable workplace

	Frequency	Percent	Cumulative Percent	
Valid	Strongly Disagree	8	9.3	9.3
	Disagree	14	16.3	25.6
	Neutral	9	10.4	36.0
	Agree	43	50.0	86.0
	Strongly Agree	12	14.0	100.0
	Total	86	100.0	

Source: Field Data, 2018

When the feedback is well intentioned, it creates an enjoyable/ ambient workplace. According to the study findings in table 7.7, 55(64%) of the respondents agreed that feedback on continuous basis helps to remove any unnecessary complaints by staff against one another, complaints against superiors, complaints against administrators and the organization culture, an employee is well integrated into the organization culture and comes to understand what it means to work in that particular organization in order to create and engage better in work performance. On the contrary, 9(10.4%) of the respondents were not sure, and 25.6% disagreed which means that some employees are not comfortable with what they sometimes refer to as biased feedback which may hinder employee self growth. With 64% compliance levels, it indicates that with continuous feedback, the organization hierarchy has created an open, welcoming and palatable work place environment. Have, continuous feedback is critical in creating an engaging and enjoyable workplace at National Medical Stores.

Continuous feedback helps maintain a friendly atmosphere and culture in NMS

On the question whether continuous feedback helps maintain a friendly atmosphere and culture in National Medical Stores; their responses were as depicted in table 7.8.

Table 7.8: Maintain a friendly atmosphere and culture in National Medical Stores.

	Frequency	Percent	Cumulative Percent
Valid	Strongly Disagree	10	11.6
	Disagree	10	23.3
	Neutral	6	30.2
	Agree	47	84.9
	Strongly Agree	13	100.0
	Total	86	100.0

Source: Field Data, 2018

From the study, it was revealed that feedback on performance is crucial in maintaining a friendly atmosphere and culture in the organization. According to findings in table 7.8, 60(69.8%) of the respondents agreed that when the various employees and administrators are availed with feedback which ensures that there is good camaraderie among the staff in the organization. The friendly relations that involve employee complimenting one another have encouraged great team work /performance. On the other hand, 20(23.2%) of the respondents disagreed and 6(7%) were not sure that feedback may sometimes result into divisionism among the staff if the appraisal and feedback information originates from one source against the other. Thus with 69.8% in agreement, feedback is crucial at all times because it helps to maintain a friendly atmosphere, that is camaraderie characterized by friendly atmosphere and friendly organization culture which has ensured that the employees in the organization work closely with one another for better organization sustainability.

At NMS, continuous feedback minimizes the time taken to complete a given task

Feedback is continuously required to ensure that the employees and administrators know what to do when. On the question whether at NMS, continuous feedback minimizes the time taken to complete a given task. Their responses were as shown in table 7.9.

Table 7.9: Continuous feedback minimizes the time taken to complete a given task.

	Frequency	Percent	Cumulative Percent
Valid	Strongly Disagree	11	12.8
	Disagree	8	22.1
	Neutral	6	29.1
	Agree	53	90.7
	Strongly Agree	8	100.0
	Total	86	100.0

Source: Field Data, 2018

According to table 7.9, the researcher found out that at NMS, 61(70.9%) of respondents agreed that the staff and management get feedback and it enables them adjust where necessary so that if there were any delays, they can advance efforts toward effectiveness and efficiency for improved task execution and service delivery. According to the data obtained from respondents, it was found out that they are now quiet in delivering sanctioned supplies with their modern and well conditioned vehicles which has improved health services across the country. For 6(7%) were not sure and 19(22.1%) noted that the tasks have assigned time and they are usually accomplished within the stipulated time or more, but certainly now the encouragement reprimand sanctioning of staff positions them well to address task execution well.

Continuous feedback holds up the employees’ morale and loyalty to NMS.

Respondents were asked whether continuous feedback holds up the employees’ morale and loyalty to NMS. Their responses were as indicated in table 7.10.

Table 7.10: Continuous feedback holds up the employees’ morale and loyalty to NMS

	Frequency	Percent	Cumulative Percent
Valid	Strongly Disagree	14	16.3
	Disagree	8	25.6
	Neutral	5	31.4
	Agree	45	83.7
	Strongly Agree	14	100.0
	Total	86	100.0

Source: Field Data, 2018

With continued feedback flowing forth and back the employees are either motivated to become better performers or they become less motivated or demotivated if it is negative despite their hard intention performance. Findings in table 7.10 reveal that 59(68.6%) of the respondents agreed that when blessed with feedback about their performance, the employees become more turned and loyal to National Medical Stores because the organization ensures better professional growth and chances of career fulfillment. Furthermore, 5(5.8%) of the respondents were not sure, and 22(25.6%) noted that negative feedback leads to low morale and limited or dwindling loyalty by the affected staff to the organization. However, with majority of the respondents in agreement, it means that with continuous feedback, the performance of employees is improved because they tend to low work more and thus they become loyal to it which has happened with National Medical Stores nowadays. Henceforth, continuous feedback improves the morale and loyalty to National Medical Stores.

Exchange of information about the status and quality of work produced

Respondents were asked whether there is an exchange of information about the status and quality of work produced between employers and employees. Their responses were as summarised in table 7.11:

Table 7.11: Exchange of information about the status and quality of work produced

	Frequency	Percent	Cumulative Percent
Strongly Disagree	21	24.4	24.4
Disagree	8	9.3	33.7
Valid Agree	48	55.8	89.5
Strongly Agree	9	10.5	100.0
Total	86	100.0	

Source: Field Data, 2018

The research study reveals that feedback, and information exchanges are critical if the organization is to attain quality performance. From table 7.11, it was revealed that 67(66.3%) of the respondents agreed individual employees, interdepartmental communication, and communication between superiors and subordinates have ensured that they communicate among each other regularly, amicably and well though the monitoring, evaluation and appraisal of performance. This involves exchanging data and feedback on the work, work-life balance which has enhanced information exchange for qualitative transformation of National Medical Stores. For 29(33.7%) who did not agree stressed that there is limit on the flow of information because the departments function differently and separately therefore may not adequately effect performance improvement. From the study thus, there is an exchange of information about the status and quality of work produced between employers and employees.

EMPLOYEE PERFORMANCE IN NATIONAL MEDICAL STORES

This section presents analysis and interpretation of findings on dependent variable.

Good relationship between NMS and its employees in all activities.

Respondents were asked whether there is good relationship between National Medical Stores and its employees in all activities. Their responses were as presented in table

Table 7.12: Good relationship between NMS and its employees in all activities

	Frequency	Percent	Cumulative Percent
Valid	Strongly Disagree	9	10.5
	Disagree	13	25.6
	Neutral	8	34.9
	Agree	50	93.0
	Strongly Agree	6	100.0
	Total	86	100.0

Source: Field Data, 2018

Performance of employees is measured according to the individual and team output. When task and service levels are exceedingly high, then performance is appreciable. From table 7.12, 56(65.1%) of the respondents agreed that management of National Medical Stores continues to perform well because the employees have trust in them and in turn the employees also trust the employees. Most respondents in agreement, it implies that there is arguably very cordial and warm working relations between the management of NMS and the workers in all categories in all the activities they undertake, hence improved and sustained performance. However, 8(9.3%) were not sure, 22(25.6%) did not agree because there is frequent friction reported between departmental heads and their staff which brings disharmony and performance to go down.

Degree of autonomy and responsibility for decision-making

Giving employees the opportunity to make micro-decisions for tactical maneuver at work is crucial as a way of empowering them to perform. When respondents were asked whether at National Medical Stores, employees are given certain degree of autonomy and responsibility for decision-making; their responses were as revealed in table 7.13.

Table 7.13: Degree of autonomy and responsibility for decision-making

	Frequency	Percent	Cumulative Percent
Valid	Strongly Disagree	11	12.8
	Disagree	9	23.3
	Neutral	6	30.2
	Agree	50	88.4
	Strongly Agree	10	100.0
	Total	86	100.0

Source: Field Data, 2018

Findings in table 7.13 reveal that 60(69.7%) of the respondents agreed that at NMS, the employees in their respective departments undertake/partake minor decisions on shipping of small lots of drugs, the routes of urban distribution to lower Health facilities, the coordination in the management of drug assembly and storage if they have the expertise and are positioned with trust to hand them. On the other hand, 6(7%) were not sure, while 20(23.3%) disagree stating that instead that all decision regarding procurement, quantity management, storage, transportation and distribution are centrally managed and decided upon by management and not the subordinate staff. However, with most respondents in agreement, it means that the subordinate staff can suggest and be considered on ways how drugs can best be handled and distributed in the event they have the technical know-how. This openness has led to the success of the idea of collective responsibilities and team work for better performance.

NMS provide proper working conditions for all employees

Respondents were asked whether National Medical Stores provide proper working conditions for all employees. Their responses were as indicated in table 7.14:

Table 7.14: NMS provide proper working conditions for all employees.

	Frequency	Percent	Cumulative Percent
Valid Strongly Disagree	10	11.6	11.6
Disagree	10	11.6	23.3
Neutral	9	10.5	33.7
Agree	41	47.7	81.4
Strongly Agree	16	18.6	100.0
Total	86	100.0	

Source: Field Data, 2018

Good ambience at the workplace is a recipe for proper success at any organized and formal organization. From table 7.14, 57(66.3%) agreed that National Medical Stores requires the office staff and those who are not involved in field work to work for at least 9 hours a day with intermittent time for break and lunch vest and feeding in order to refresh. Furthermore the employees are evaluated based on the assigned tasks and thus are not overworked. Also the physical conditions of the workplace are good because its well aerated, the guard angles and pavements are good when one is relaxing, the place above all is well secured from thieves/burglars and fire or other disasters for 9(10.5%) were not sure, while 20(23.2%) noted that some parts of the premises are very warm and not conducive. But at National Medical Stores, the management has ensured that the offices and external places are conducive for all employees to work in and comfortably operate in. hence at National Medical Stores the management provide proper working conditions for all employees.

Effective managerial standards to ensure improved employee performance

When respondents were asked whether National Medical Stores has effective managerial standards to ensure improved employee performance; their responses were as indicated in table 7.15.

Table 7.15: Effective managerial standards

	Frequency	Percent	Cumulative Percent
Valid	Strongly Disagree	11	12.8
	Disagree	12	26.8
	Neutral	10	38.4
	Agree	39	83.7
	Strongly Agree	14	100.0
	Total	86	100.0

Source: Field Data, 2018

Management of an organization is best done by well and professional managers. According to the study findings in table 7.15, 61.6% of the respondents agreed that the current management/managers from the Managing Director to the subsequent lower levels and the various spans of control have the ecumenism to carry out managing activities at the organization. The effective managerial standards ensured by well qualified managers are making National Medical Stores become a model organization in regulating procurement, transportation and delivery of drugs. For 10(11.6%) were not sure, and (26.8%) did not agree with the current management because it has been known for corruption and uncouth means for recommitment if support and professional staff which is a characteristic of influence peddling. With most respondents in agreement, it implies that National Medical Stores has effective managerial standards to ensure improved employee performance.

Employees are committed to achieve NMS aims and goals

Respondents were asked whether employees are committed to achieve National Medical Stores aims and goals. Their responses were as shown in table 7.16.

Table 7.16: Employees are committed to achieve NMS aims and goals

	Frequency	Percent	Cumulative Percent
Valid Strongly Disagree	15	17.4	17.4
Disagree	14	16.3	33.7
Neutral	7	8.1	41.8
Agree	39	45.4	87.2
Strongly Agree	11	12.8	100.0
Total	86	100.0	

Source: Field Data, 2018

Employees are the pillars of performance in National Medical Stores, and according to the study 50(58.2%) of the respondents agreed that the existing staff of the organization are committed to high performance by being active and working relentlessly towards achieving the performance targets, while 7(8.1%) were not sure, and 29(33.7%) noted that the employees simply fulfill their mandate and do not go into administrative details apart from the management who assign duty in order to fulfill the targets they are required to meet periodically. Hence with most respondents in agreement, it means that employees are constantly reminded about the need for their commitment to meet the performance targets in order to achieve the strategic and tactical aims and goals which is the song of the day, hence the organization has grown in leaps and bounds.

MULTIPLE REGRESSION ANALYSIS

The multiple regressions were tested to establish whether there is a relationship between motivation and employee performance in National Medical Stores. This general hypothesis has been tested using various techniques such as model summary, correlation, Analysis of variance (ANOVA) and coefficients. The findings are provided below:

Model Summary

The model summary shows the summary of the regression analysis as shown in the regression model. Below are the results of findings in the table 7.18.

Table 7.18: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.887	.787	.785	.19197

a. Predictors: (Constant), reward recognition and system, staff training and career development and continuous feedback.

The hypothesis was tested and reflected in the general model summary. *R* square of 0.787 or 78.7% indicates that motivation improves performance. The observed value of 78.7% is quite big and significant; indicating that the linear regression model does fit. The results thus show that proper recognition and reward system, effective staff training and career development, providing continuous feedback have improved employee performance in National Medical Stores.

Correlations

The correlation table 7.19 reflects the relationship between motivation and employee performance in National Medical Stores.

Table 7.19: Correlations between Motivation and Employee Performance

		Motivation	Employee performance
Motivation	Pearson Correlation	1	.887**
	Sig. (2-tailed)		.000
	N	86	86
Employee Performance	Pearson Correlation	.887**	1
	Sig. (2-tailed)	.000	
	N	86	86

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

Results of the correlation analysis indicates that there is a positive relationship between motivation and employee performance, the result of correlations ($r=0.887$, $P<0.000$) indicates that National Medical Stores has improved recognition and reward system by involving the majority employees in the development, implementation and revision rewards and recognition programs; the results also indicates that NMS has effective staff training and career development, provide continuous feedback to increase the efficiency of the employee and the effectiveness of the task well done, thus improved employee and organization performance.

ANOVA

Analysis of Variance (ANOVA) is a statistical method used to test differences between two or more means. The study conducted Analysis of Variance, in order to test the relationship between motivation and employee performance in National Medical Stores. The findings were as in table 7.20:

Table 7.20: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	133.018	1	133.018	2036.110	.000 ^b
	Residual	2.711	85	.033		
	Total	135.729	86			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), reward and recognition system, staff training and career development, continuous feedback

The findings in table 7.20 above revealed that the level of significance is .000 this implies that the regression model is significant in predicting the relationship motivation and employee performance in National Medical Stores. By the help of an F-test table, the tabulated value for (F=2036.110) meaning that the model was statistically significant. This indicates that National Medical Stores has improved recognition and reward system, staff training and career development and continuous feedback which has improved employee performance.

Therefore, the null hypothesis that there is no significant relationship between motivation and employee performance is rejected and the alternative is accepted.

Coefficients

Coefficient is a number used to multiply a variable. Table 7.21 shows all the three independent variables.

Table 7.21: Multiple Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.075	.040		1.887	.063
Rewards and Recognition System	.409	.054	.412	7.505	.000
Staff Training and Career Development	.190	.093	.183	2.031	.000
Continuous Feedback	.398	.074	.407	5.391	.000

a. Dependent Variable: Employee Performance

The multiple coefficient table with all the three independent variables indicates that , $[\beta=.412, t\text{-statistic}=7.505, p<0.005]$ this reveals that NMS moderately improved reward and recognition system, implementation and revision of rewards and recognition programs; Staff Training and Career development indicates $[\beta=.183, t\text{-statistic} =2.031, p<0.005]$ means that NMS design and develop training to meet its overall goals and objectives and continuous feedback on $[\beta=.407, t\text{-statistic}=5.391, p<0.005]$ the result indicate that continuous feedback is a critical factor in creating an engaging and enjoyable workplace, it was also indicated that continuous feedback do much better at ensuring employees know the job requirements, thus improved employee performance.

CHAPTER EIGHT

TOWARDS HARMONIZING MOTIVATION AND EMPLOYEE PERFORMANCE IN NATIONAL MEDICAL STORES

Introduction

This section presents the ways and means to improve motivation and staff performance in National Medical Stores.

Motivation

Motivation is the reason for people's actions, desires and needs. Motivation is also one's direction to behavior, or what causes a person to want to repeat a behavior. An individual's motivation may be inspired by others or events (extrinsic motivation) or it may come from within the individual (intrinsic motivation). Motivation has been considered as one of the most important reasons that inspire a person to move forward. Mastering motivation to allow sustained and deliberate practice is central to high levels of achievement e.g. in the worlds of elite sport, medicine or music (Chaudhary and Sharma, 201).

Motivation is the most significant element for all organization private or a public zone. Motivation plays a significant role for the accomplishment of any organization. The term motivation is basically derived from the word motive (Chaudhary and Sharma, 2012). So the meaning of the word motive is wants, desire, and needs of the peoples. Employee motivation is the procedure in which the organization should motivate their employee in the form of bonus, rewards, and some other incentives etc. only for the reason to attain the organizational objectives. The individual is a complex creature. So every employee in an organization is inspired by some various kind of tactic.

The organization needs to consider staff motivation as its cardinal objective because productivity and performance of the organization depends on how readily available and committed the workforce is.

Employee Performance

Employee Performance is the job related activities expected of a worker and how well those activities were executed. Many business personnel directors assess the employee performance of each staff member on an annual or quarterly basis in order to help them identify suggested areas for improvement. Employee performance boils down to the job related activities expected of a worker and how well those activities were executed, it is so much more than that (Shah and Shah, (2007).

Reward and Recognition System

There is increasing evidence that contingently administered recognition can be a powerful reinforcer to increase employee performance. Companies are investing more into creating recognition programs that will demonstrate acknowledgement, approval, and genuine appreciation of their employees' work. Many managers get confused between recognitions and incentives (Newton, 2001). Both are mechanisms that boost an employee's performance, but the end results are not the same. Incentives and recognitions are not perfect substitutes.

Employees receive incentives based on their end results. It does not matter what the employees did to achieve the goals. As long as the objectives have been met, employees will be rewarded. Managers believe that incentives will motivate the employees to work

hard in order to achieve their goals. To some extent, incentives push your employees to reach the desired results (Calder, H, K (2006). The problem is that you are not sustaining their motivation. What some managers will tend to do then, is to set more challenging goals for employees to reach. Goals become too unrealistic and hard to achieve.

Recognitions revolve around the behaviours and process taken by the employees to reach the end results. Recognitions allow organization to reward employees for displaying a specific behaviour that are aligned with organization's core values. They also send a signal to other employees that you value these behaviours and positively reinforce them to display the same actions (Reio and Callahon, 2004). Employees value recognitions because they know that their managers know what they have done to achieve their objectives. People become frustrated at traditional annual performance reviews because very often, managers just do not know what their employees have been doing. It is even more frustrating when employees have been going out of their way to deliver results, and they receive no recognitions for their effort. Recognitions should be treated the same way as feedback i.e. they need to be in real-time and continuous.

Employee recognition and reward plans play a very important role in creating high performance work environments. Recognition and reward in the workplace increase employee motivation and encourages them to perform their work with more enthusiasm. Recognition provided to employees in a meaningful and timely manner

makes them feel appreciated for their efforts. Recognition plans that acknowledge employees for contributing to the overall company objectives promote better employee engagement, retention and lead to an increase in productivity (Warr, 2008).

A good rewards strategy should align pay and performance, tighten controls on benefits costs, and value employee rewards programs (The employers have to believe that rewards lead to better results). The components of rewards are an investment to the employer and hence are linked to capital allocation and organizational goals.

The organization must have both formal as well as informal approaches to recognize employees. Informal recognition approach is used to recognize individual or team efforts to enhance team efficiency, project completion and exemplary effort put in by employee or a team. Informal recognition is not competitive in nature and is meant to foster overall team camaraderie (Robbins, et al, 2001). This type of recognition should be more frequent and should not give a sense of winning over one's team members but instead succeeding as a unit. The informal recognition should be publicized in the company so that the sense of pride over the contribution made by the employee is increased.

Formal recognition approach is more structured and rewards quantitative parameters like attendance, safety, customer service, productivity, outstanding achievement etc. Formal recognition awards should be such that the award should fit the achievement and should be perceived as fair (Jablonsky and De Vries, 2002). Being awarded for a big achievement individually or as part of a team is highly motivating and if the award is

equal to the effort that has been put in then the aspirational value of the reward is also very high.

These recognition programs could be both monetary and non-monetary in nature. Both types of recognitions go through a nomination process followed by a selection. The nomination process for formal recognition programs should be managed in such a manner so that no member of a deserving or performing team is excluded. Managers should take extra care to nominate all deserving candidates otherwise the authenticity of the program is at doubt (Aldag and Kuzuhara, 2002). The nomination should be structured in such a manner that it explains to the selection committee as to why the nominee deserves the award.

The recognition plan communication starts at the juncture where the employees are involved for the brainstorming of the various schemes being planned. The company and design team can initiate team meetings on a smaller scale across the company to apprise the employees about the progress as well as reinforce that the schemes are being designed to reward employees who will work towards organization's mission and goals.

Staff Training and Career Development

Training and development is simply defined as 'the formal, ongoing efforts that are made within an organization to improve the performance of its employees'. Training and development can also be described as 'an educational process which involves the sharpening of skills, concepts, changing of attitude and gaining more knowledge to enhance the performance of employees. While new methods are under continuous

development, several common training methods have proved to be highly effective. Some notable examples include orientations, class room lectures, case studies, role playing, simulations and computer based training.

Training and development programs may be focused on individual performance or team performance. In order to maximize the effectiveness of training and development program, organizations must constantly assess and identify their employees' current training and development needs to prepare them for their next positions to achieve higher growth. Organizations have to recognize that different employees will have different needs and these needs will change over the time as these workers continue in their careers. When the organization invests in improving the knowledge and skills of its employees, the investment is returned in the form of more productive and effective employees (Green, 2000). In nutshell Training is crucial for organizational development and its success which is indeed fruitful to both employers and employees of an organization. Here are some important benefits of training and development.

Increased productivity: Training and development directly improves efficiency and productivity of employees. Employees remain up to date with new technology and thus use existing ones in a better way. Well trained employees show both quantity and quality performance. There is less wastage of time, money and resources when employees are properly trained.

Less supervision: Training improves necessary skill sets in employees and empowers them to address tasks independently. In other words a well trained employee will be well acquainted with the job and hence they need less of supervision.

Reduction of errors & accidents: Most of the errors occur because of many employees lack the desired knowledge and precise skills required for doing a particular job. Continuous Training and development ensures that employees get the right skills at right time .The more trained an employee is, the less are the chances of committing errors in job.

Talent pool: Creating a pool of cross-trained employees helps to bridge gaps when someone unexpectedly leaves the company - or if they accept a transfer or a promotion. Employees can be trained on a minor additional skill in sales, customer service, administration and operations. Cross-training also fosters team spirit, as employees appreciate the challenges faced by co-workers.

Uncover employee potential: Most of the companies overlook the hidden talent of their employees, Training and development provides a catalytic platform for employees to share their ideas with management. It has been proved that some employees might be yearning for a leadership role within the business, but because there is no leadership development program in place, these individuals don't get the chance to prove their ability or further develop these hidden skills. Allowing employees to attend these programs helps to spot the leaders of tomorrow within current work force.

Job satisfaction: Training and development makes the employees feel more satisfied with the role they play in the company or organization. This is driven by the great ability they gain to execute their duties. They feel they belong to the company or the organization that they work for and the only way to reward it is giving the best services they can.

Address employee weaknesses: Most of the employees have certain weaknesses in their workplace, which hinder them from giving the best outputs. Training assists in eliminating these weaknesses, by strengthening workers skills and dissolving inner barriers. A well-organized development program helps employees gain analogous skills and knowledge, thus bringing them all to an advanced uniform level. This simply means that the whole workforce is reliable, so the company or organization doesn't have to rely only on specific employees.

Increased consistency: A well-organized training and development program gives employees constant knowledge and experience. Access to regular training ensures that all employees have a consistent experience and consistent knowledge of tasks and procedures, something which is particularly important when it comes to basic company policies and procedures (Daft, (2003). Ensuring that all employees have consistent knowledge also helps to ensure that tasks are completed on time and without issues, and there are no questions to be asked about how things should be done. Safety, discrimination and administrative chores should be crucial tasks which require training. This mostly includes administrative procedures and ethics during execution of duty.

Reduction in learning time: Systematic training through trained instructors is essential to reduce the training period. If the employees learn through trial and error, they will take a longer time and even may not be able to learn right methods of doing work. Here training takes care of all these things in a compact manner and reduces the time frame of self-learning significantly.

Team spirit: Training and Development helps in instilling the sense of team work, team spirit, and inter-team collaborations. It helps in inculcating the zeal to learn within the employees.

Skills Development: Training and development helps in increasing the job knowledge and skills of employees at each level. It helps to expand the horizons of human intellect and an overall personality of the employees.

Optimum resource utilization: Training and Development significantly helps to provide an opportunity and broad structure for the development of human resources' technical and behavioral skills in an organization which ultimately results in optimum resource utilization, moreover it also helps the employees in attaining personal growth.

Improved employee performance - the employee who receives the necessary training is more able to perform in their job. The training will give the employee a greater understanding of their responsibilities within their role, and in turn build their confidence. This confidence will enhance their overall performance and this can only benefit the company. Employees who are competent and on top of changing industry

standards help your company hold a position as a leader and strong competitor within the industry.

Improved employee satisfaction and morale – the investment in training that a company makes shows employees that they are valued. The training creates a supportive workplace (Lawler, 2003). Employees may gain access to training they wouldn't have otherwise known about or sought out themselves. Employees who feel appreciated and challenged through training opportunities may feel more satisfaction toward their jobs.

Increased productivity and adherence to quality standards – Productivity usually increases when a company implements training courses. Increased efficiency in processes will ensure project success which in turn will improve the company turnover and potential market share.

Increased innovation in new strategies and products – Ongoing training and up skilling of the workforce can encourage creativity. New ideas can be formed as a direct result of training and development.

Enhances company reputation and profile – Having a strong and successful training strategy helps to develop your employer brand and make your company a prime consideration for graduates and mid-career changes. Training also makes a company more attractive to potential new recruits who seek to improve their skills and the opportunities associated with those new skills.

Good training and development programs help you retain the right people and grow profits. As the battle for top talent becomes more competitive, employee training and development programs are more important than ever. Hiring top talent takes time and money, and how you engage and develop that talent from the time they are first onboarded impacts retention and business growth. According to the 2017 Workplace Learning Report from LinkedIn, 69% of L&D professionals say that talent is the number one priority in their organizations, and over ¼ are expecting a budget increase in 2017 for L&D programs.”

In addition to above scenarios training and development leads to improved profitability and more positive attitudes towards profit orientation, it also aids in organizational development i.e. organization gets more effective decision making and problem solving. Training and development demonstrates a commitment to keeping employees on the cutting edge of knowledge and practice.

National Medical Stores should also come up with good salaries of their staff because some employees were poor pay and while others were highly paid. The results and findings indicated that Human Resource Management should come up with an effective performance measurement system that rewards hard workers and penalizes ineffective workers.

Continuous Feedback to Ensure Employee Performance

Continuous feedback uses employees' strengths, areas for improvement, concerns, and passions as tools for discussion, rather than ways to judge or rank employees. If an employee is struggling in a particular area, continuous feedback focuses on how they can improve. If an employee is strong at something, continuous feedback focuses on how they can leverage that strength for the benefit of the team or the organisation. What's more, because the feedback isn't once or twice a year, it can focus on what an employee can do right now to improve.

Improve Employee Engagement and Job Satisfaction: Trust us, your employees want to know how they're doing. Continuous feedback is a great way to keep them motivated and engaged. By providing them with ongoing information – good and constructive – about their performance you are inspiring your employees to challenge themselves. This can lead to increased job satisfaction and renewed enthusiasm for their work, which ultimately helps the company's bottom line.

Identify Potential Problems: The modern day workplace is a fast-paced, high pressure, constantly changing activity hub. Employees are doing multiple and simultaneous jobs, often across departments and even time zones. The potential for miscommunication or other work-related problems is high. Continuous feedback can help you identify problems before they affect performance. Using employee input, you can discover potential 'blind spots' and proactively take actions to prevent them.

Maintain a Positive Environment: Continuous feedback is a critical factor in creating an engaging and enjoyable workplace. When people are comfortable giving and receiving feedback, everyone grows. Having open dialogue on an ongoing basis will result in employees who are empowered, fulfilled, and most important – less stressed. They’ll feel good about coming to work and will perform better.

Continuous feedback does much better at ensuring employees know the job requirements and see a clear path towards continuous improvement, leading to both corporate growth and better remuneration for the employee.

Employees are happier with continuous feedback appraisal system as they appreciate the consistent input with an opportunity to respond instead of receiving a poor raise or a poor bonus. Managers receive clear business intelligence on people that needs training and projects in trouble well before they affect profitability.

To keep the team member motivated, moving forward and to make adjustments as needed the manager has to provide regular feedback taking advantages of both the formal & informal channels. As feedback stimulates professional development, regular feedback sessions certainly help the team members. This method also creates an opportunity for the manager to continuously assess the performance and identify some under-performing employees. Then the manager suggests necessary correction to these employees to improve their productivity. This would also help the employees to grow both professionally and personally. By providing continuous feedback much of work is

already done and team members will have no surprises when it's finally time for the formal year-end review.

Continuous feedbacks also create opportunities to instantly motivate employees by offering praise for work that is well done or provide areas of improvements to set the expectations straight - both of these are at the heart of any performance management system.

CHAPTER NINE

SUMMARY AND CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter presents the summary of findings from the field, basing on the study objectives; it also presents the conclusions and recommendations made to improve motivation and employee performance in pharmaceutical sector in Uganda, focusing on National Medical Stores.

Summary of Findings

The study focused on the motivation and employee performance in public pharmaceutical sector, focusing on National Medical Stores, A descriptive and cross section research designs were used and both qualitative and quantitative techniques were used. The findings from the study were as follows:

Findings on how recognition and rewards promote employee performance in National Medical Stores.

Study findings indicated 65.1% of the respondents generally agreed that National Medical Stores (NMS) administration and management involve employees in the development, implementation of revision reward programs; 65.1% of the respondents agreed that National Medical Stores (NMS) ensure that employees view the rewards as worth the effort; 64% of the respondents had similar opinions that National Medical Stores ensure that employees understand how to earn the rewards and recognition for the job performed; 73.3% agreed that National Medical Stores, Entebbe sets reasonable and transparent performance standards; 71% of the respondents were in agreement that

National Medical Stores offer financial rewards, non-monetary rewards and recognition.

The study further revealed that 74.4% of the respondents generally agreed that National Medical Stores view the reward system as fair; 53.5% of the respondents agreed that whether National Medical Stores (NMS) always link rewards to performance; 72.1% of the respondents generally agreed that National Medical Stores recognise small and large accomplishments; 70.9% of the respondents were in agreement that National Medical Stores reward teamwork and cooperation to ensure employee performance; 65.1% of the respondents were in agreement that National Medical Stores never take a good employee performance; 76.7% of the respondents were in agreement that National Medical Stores (NMS) Provide rewards immediately after the employee achieves the desired behavior and 76.7% of the respondents were in agreement that National Medical Store match the reward to the employees.

Findings on how training and career development promote employee performance in National Medical Stores.

Research findings on second objectives discovered that 72.1% of the respondents accepted that National Medical Stores design and develop training to meet its overall goals and objectives; 74.4% of the respondents agreed that a structured training and development program ensures that employees have a consistent experience and background knowledge; 71% of the respondents had similar opinions that training and career development provide internal promotion opportunities; 74.4% of the respondents agreed that training and career development improve employee productivity at

National Medical Stores and 70.9% of the respondents agreed that staff training and career development build the employee's confidence.

Findings on objective further revealed that 65.1% of the respondents agreed that staff training and career development address weaknesses of employees at National Medical Stores; 68.6% of the respondents agreed that staff training and career development results into employee satisfaction; 69.7% of the respondents agreed that proper staff training and career development reduce employer turnover and absenteeism at National Medical Store and 66.3% of the respondents agreed that National Medical Stores use Layer Training Methods to ensure employee performance.

Findings on how the provision of continuous feedback promotes employee performance in National Medical Stores.

Study findings on third objective presented that 70.9% of the respondents agreed that feedback ensures that the employees understand their status in terms of performance and how efficient they are and can become in order to ensure that their task execution is appreciated, yields the best performance for the good/ benefit of NMS; 60.4% of the respondents agreed that with constant and continuous feedback to the staff, a higher level of performance is attained with improved involvement of all the workers in order to ensure that they fulfill the job demands; 68.6% of the respondents agreed that the management welcomes comments, suggestions and any form of feedback that ensures proper communication between the upper tier and subordinate levels; 68.6% of the respondents agreed that the feedback which is wide spread and considered vital in

monitoring and evaluation if the individual and team performance enables the staff to improve at individual and group level their efforts at work.

The on third objective further indicated that 61.6% of the respondents agreed that when availed with appraisal information, the staff are able to assess their own/ individual and team performance which aims at enabling the organization attain timely and constant provision of drugs to the health facilities where they are required; 58.1% agreed that employees are able to enhance their output by availing all their effort and time to work, competing favourably amongst the departments for service delivery expertise and ensuring compliance to the established organization standards; 64% of the respondents agreed that feedback on continuous basis helps to remove any unnecessary complaints by staff against one another, complaints against superiors, complaints against administrators and the organization culture; 69.8% of the respondents agreed that when the various employees and administrators are availed with feedback which ensures that there is good camaraderie among the staff in the organization.

Study also found out that at NMS, 70.9% of respondents agreed, the staff and management get feedback and it enables them adjust where necessary so that if there were any delays, they can advance efforts toward effectiveness and efficiency for improved task execution and service delivery; 68.6% of the respondents agreed that when blessed with feedback about their performance, the employees become more turned and loyal to National Medical Stores because the organization ensures better professional growth and chances of career fulfillment and 66.3% of the respondents

agreed individual employees, interdepartmental communication, and communication between superiors and subordinates have ensured that they communicate among each other regularly.

Employee Performance in National Medical Stores

Study findings on the dependent variable indicated that 65.1% of the respondents agreed that management of National Medical Stores continues to perform well because the employees have trust in them and in turn the employees also trust the employees; 69.7% of the respondents agreed that at NMS, the employees in their respective departments undertake/partake minor decisions on shipping of small lots of drugs, the routes of urban distribution to lower Health facilities, the coordination in the management of drug assembly and storage if they have the expertise and are positioned with trust to hand them; 66.3% agreed that National Medical Stores requires the office staff and those who are not involved in field work to work for at least 9 hours a day with intermittent time for break and lunch rest and feeding in order to refresh. Furthermore the employees are evaluated based on the assigned tasks and thus are not overworked; 61.6% of the respondents agreed that the current management/managers from the Managing Director to the subsequent lower levels and the various spans of control have the ecumenism to carry out managing activities at the organization. The effective managerial standards ensured by well qualified managers are making National Medical Stores become a model organization in regulating procurement, transportation and delivery of drugs and 58.1% of the respondents agreed that the

existing staff of the organization is committed to high performance by being active and working relentlessly towards achieving the performance targets.

Conclusion

The study was carried out on the motivation and employee performance in public pharmaceutical sector, focusing on National Medical Stores; as a result, the following conclusions were drawn from the findings:

Recognition and rewards promote employee performance in National Medical Stores.

The study concluded that NMS Administration and Management involve some employees in the development, implementation and revision of rewards programs; NMS ensure that employees view the reward and recognition system as worth their effort; National Medical makes sure that all employees understand how to earn the rewards and recognition for the job performed; it was also presented that NMS sets reasonable and transparent performance standards for rewards and recognition and NMS Stores offer financial rewards, non-monetary rewards and recognition.

The study also concluded on first objective that NMS administration and management make sure all employees view the reward and recognition system as fair; National Medical Stores always link rewards to performance; NMS recognize small and large accomplishments; NMS reward teamwork and cooperation to ensure employee performance; National Medical Stores never take a good employee performance for granted and NMS provide rewards immediately after the employee achieves the desired behavior.

Training and Career Development Promotes Employee Performance in National Medical Stores.

The study concluded on second objective that National Medical Stores design and develop training to meet its overall goals and objectives; a structured training and development program ensures that employees have a consistent experience and background knowledge; training and career development provide internal promotion opportunities; training and career development improve employee productivity; staff training and career development build the employee's confidence. It was found out that training and career development help find out the gaps between employees' current and ideal skills; staff training and career development address weaknesses of employees at National Medical Stores; staff training and career development results into employee satisfaction and proper staff training and career development reduce employee turnover; National medical Stores also use Layer Training Methods to ensure employee performance.

Provision of Continuous feedback Promotes Employee Performance in National Medical Stores

The study concluded that continuous feedback increases the efficiency of the employee and the effectiveness of the job well done; improves employee engagement and job satisfaction. It was presented that in findings, continuous feedback has helped NMS to identify potential problems; continuous feedback enhances the productivity of the National Medical Stores and boosts the employees to give their best. Continuous feedback also aligns employees with NMS Strategy; creating an engaging and enjoyable workplace. The findings further indicated that continuous feedback helps maintain a

friendly atmosphere and culture in National Medical Stores; minimizes the time taken to complete a given task; holds up the employees' morale and loyalty to their organization and there is an exchange of information about the status and quality of work produced between employers and employees.

Employee Performance

Finally the study concluded that there is a good relationship between NMS and its employees in all activities; employees are given certain degree of autonomy and responsibility for decision-making; NMS provide proper working conditions for all employees; NMS has effective managerial standards to ensure improved employee performance and employees are committed to achieve NMS aims and goals.

Recommendations

The following recommendations will therefore help to create a conducive atmosphere and good conditions for workers in their work place.

The study recommended that NMS management needs to reward workers properly since it will motivate them to do a better job. Management can do an underground research about the employees in order to know their basic needs that will enable them to perform efficiently.

The study also recommended that there is an urgent need for management to institute end of the year award. The study recommends that management should incorporate motivation in their human resource planning, since motivation has the potential of increasing productivity in the organization.

The study recommended that NMS management needs an understanding of what motivates employees in order to use their aptitudes and abilities to enhance their performance. A basic knowledge of motivational would assist management to fashion out policies that meet the needs of the employees.

The study recommended that management is encouraged to show greater interest in the welfare of employees to make them more valuable and see themselves as contributors to the success of the organisation through effective lead and management should be ready to listen and attend to the complaint of the employees.

The study further recommended that a good working condition and work environment should be provided within the workplace to make employees comfortable in order to contribute their best towards the realisation of organisational goals and objectives.

Seminars and workshops should be done for employees on the importance of good performance and the effect of motivation.

Finally, the management of NMS should organise timely and periodic on-the-job training for members of staff not only as a form of motivation but also as a means of enhancing their capacity to increase their performance.

Areas for Further Research

The current study focused on motivation and employee performance in pharmaceutical sector, focusing on National Medical Stores. Therefore, further research should focus on:

- 1) Employee Satisfaction and Organizational Performance in Health Sector.
- 2) Training and Development and Financial Performance in Health Organizations.
- 3) Continuous feedback and organization performance in both public and private organizations.

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APPENDICES

APPENDIX I: SELF ADMINISTERED QUESTIONNAIRE

I am a student of Nkumba University pursuing a degree of masters of Science in Human Resource Management. I am in my final year and carrying out an academic research on **Motivation and Employee Performance in Public Pharmaceutical Sector in Uganda: A Case of National Medical Stores**. You are therefore kindly requested to provide answers to the following questions by either ticking or briefly explaining where applicable. The information will only be used for academic purposes and shall be treated with utmost confidentiality. Thank you

SECTION A: DEMOGRAPHIC INFORMATION OF RESPONDENTS

1. Gender

- a) Male b) Female

2. Age Bracket of Respondents

- a) 20-29 b) 30-39 c) 40-49 e) 50+

3. Level of education

- a) Certificate b) Diploma c) Degree d) Masters
e) Others specify.....

4. Category of respondent

- a) Administration b) Management c) Finance and Accounts
d) Human Resource e) Procurement f) Casual laborers

5. How many years have you worked with National Medical Stores?

- a) 0 - 2 years b) 3-5 years c) 6 - 8 Years d) above 9 years

NB. Mark the following sections using the variables provided.

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

SECTION B: NATIONAL MEDICAL STORES (NMS) HAS PROPER REWARD AND RECOGNITION SYSTEM TO ENSURE EMPLOYEE PERFORMANCE.

No		1	2	3	4	5
1..	NMS Administration and Management involve all employees in the development, implementation and revision of rewards programs.					
2.	NMS ensure that employees view the reward and recognition system as worth their effort.					
3.	National Medical makes sure that all employees understand how to earn the rewards and recognition for the job performed.					
4.	NMS sets reasonable and transparent performance standards for rewards and recognition.					
5.	National Medical Stores offer financial rewards, non-monetary rewards and recognition.					
6.	NMS administration and management make sure all employees view the reward and recognition system as fair.					
7.	National Medical Stores always link rewards to performance.					
8.	NMS recognize small and large accomplishments.					
9.	NMS reward teamwork and cooperation to ensure employee performance.					
10.	National Medical Stores never take a good employee performance for granted.					
11.	NMS provide rewards immediately after the employee achieves the desired behavior.					
12.	Match the reward to the employee					

**SECTION C: NATIONAL MEDICAL STORES (NMS) PRACTICE STAFF
TRAINING AND CAREER DEVELOPMENT TO ENSURE EFFECTIVE
EMPLOYEE PERFORMANCE.**

No.		1	2	3	4	5
13.	National Medical Stores design and develop training to meet its overall goals and objectives.					
14.	A structured training and development program ensures that employees have a consistent experience and background knowledge.					
15.	Training and career development provide internal promotion opportunities.					
14.	Training and career development improve employee productivity.					
16.	Staff training and career development build the employee's confidence.					
17.	Training and career development help find out the gaps between employees' current and ideal skills.					
18.	Staff training and career development address weaknesses of employees at National Medical Stores - Entebbe.					
19.	Staff training and career development results into employee satisfaction.					
20.	Proper staff training and career development reduce employee turnover at National Medical Stores.					
21.	National medical Stores use Layer Training Methods to ensure employee performance.					

**SECTION D: NATIONAL MEDICAL STORES PROVIDE CONTINUOUS
FEEDBACK TO ENSURE EMPLOYEE PERFORMANCE.**

No.		1	2	3	4	5
22.	Continuous feedback increases the efficiency of the employee and the effectiveness of the job well done.					
23.	Continuous feedback improves employee engagement and job satisfaction.					
24.	Continuous feedback has helped NMS to identify potential problems.					
25.	Continuous feedback enhances the productivity of the National Medical Stores.					
26.	Continuous feedback align employees with NMS Strategy					
27.	Continuous feedback boosts the employees to give their best.					
28.	Continuous feedback is a critical factor in creating an engaging and enjoyable workplace					
29.	Continuous feedback helps maintain a friendly atmosphere and culture in National Medical Stores.					
30.	At, NMS, continuous feedback minimizes the time taken to complete a given task.					
31.	Continuous feedback holds up the employees' morale and loyalty to their organization.					
32.	There is an exchange of information about the status and quality of work produced between employers and employees.					

SECTION E: EMPLOYEE PERFORMANCE

No.		1	2	3	4	5
32.	There is a good relationship between NMS and its employees in all activities.					
33.	At National Medical Stores, employees are given certain degree of autonomy and responsibility for decision-making					
34.	NMS provide proper working conditions for all employees.					
35.	NMS has effective managerial standards to ensure improved employee performance.					
36.	Employees are committed to achieve NMS aims and goals.					

APPENDIX II
INTERVIEW GUIDE

1. Do NMS Administration and Management involve all employees in the development, implementation and revision of rewards programs?
2. How does NMS set reasonable and transparent performance standards for rewards and recognition?
3. Does National Medical Stores design and develop training to meet its overall goals and objectives.
4. Does Training and career development help staff feel supported and enabled in their work?
5. Does continuous feedback increase the efficiency of the employee and the effectiveness of the job well done?
6. Does continuous feedback enhance the productivity of the National Medical Stores?
7. Does NMS have effective managerial standards to ensure improved employee performance?

Thanks for your cooperation