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Abstract

Purpose: The purpose of this study was to examine the relationship between employee motivation and engagement. A sample of 56 participants was selected using simple random sampling techniques at Makerere University.

Methodology: This study adopted a quantitative study approach that used a correlational survey design. A self-administered questionnaire was used in the data collection. The collected data were further coded and analyzed using the Statistical Package for Social Science.

Findings: Descriptive statistics showed that 64.9% of the respondents were female and 32.1% were male; the majority were between 31 and 41 years old (66.1%). Results from the Pearson product-moment correlation coefficient (r) further indicated that there was a statistically significant positive relationship observed between employee motivation and engagement ($r = -.353^{**} p = .000 < 0.01$).

Recommendations: Based on the above findings, it was recommended that organizations also focus on creating high levels of job satisfaction among their employees by providing better working conditions and fringe benefits to keep them engaged in their jobs since they are the focal point for the growth and expansion of any organization.

Keywords: _Employee, Motivation, Engagement_

1.0 INTRODUCTION

Every firm is concerned about employee engagement because it affects the way it achieves its objectives (Ghlichlee & Bayat, 2021). An organization needs a variety of resources to be successful and achieve its goals, including human resources, or personnel. Motivation, however, is also seen as an important value that is crucial in achieving the objectives of the business because brilliant and qualified workers may not provide the desired outcomes if they lack it (Okwakpam, 2019).

When working on duties, an unmotivated person is more likely to put in minimal effort, create work of lower quality, avoid the office, and even quit their job if given the chance (Negoro & Wibowo, 2021). However, motivated staff members are more likely to take on responsibilities voluntarily, provide high-quality work, and be imaginative, tenacious, and productive (Alsaqqaf, 2022). Extrinsic and intrinsic motivation are both used in the workplace. Extrinsic motivation results from the desire to attain certain outcomes, for instance, as rewards, but intrinsic motivation is driven by the intrinsic worth of the task for the individual (Hennessey et al., 2015). Individuals within a company are each and every one motivated differently.

Work that is interesting, work that is appreciated, work that is satisfying, work that is stressful, work that is secure, work that promotes growth, work that rewards growth, work that punishes and rewards recognition, and so forth are all extrinsic and intrinsic aspects that affect employee motivation (Sepahvand et al., 2021). The relationship between intrinsic and extrinsic motivation and how it affects employee engagement are both found to differ in strength, according to research. McCoy (2020) claimed that employee engagement was more closely related to and affected by extrinsic incentives than intrinsic motivation.

Employee engagement is the mental, emotional, and behavioral condition of an individual employee that is focused on desired corporate results (Ahmed et al., 2020). When an employee is fully engaged, their highest level of personal pleasure and highest level of success-related contribution are in alignment. Employee satisfaction and contribution to company performance were the two main focuses of all definitions (Walsh et al., 2018). Employee motivation can be utilized to engage workers in their work in the firm, according to the findings of several academics' studies (Faeq, 2022). Beyond motivation, many firms have recognized the necessity for employee engagement to succeed in today's fiercely competitive climate (Riyanto et al., 2021).

The psychological components of employee engagement, according to managers, are more influenced by intrinsic motivation than by extrinsic motivation (Miao et al., 2020). In Africa, most organizations have challenges with employee engagement due to limited staff motivation (Towsen et al., 2020). In Uganda's case, many employees keep quitting organizations because of inconsistencies in motivation (George et al., 2020).

The goal of this study, conducted at Makerere University, was to determine the connection between employee engagement and motivation. The study found that, particularly in higher education institutions of learning, there are conflicting findings about employee motivation and engagement. Employee engagement and motivation in general organizations have received the majority of research attention. This study, therefore, concentrated on the university context.

Research Objective

To examine the relationship between employee motivation and engagement

2.0 LITERATURE REVIEW

Introduction

This section presents what other researchers have documented in relation to theory and study objectives. For instance, this study considered the relationship between employee motivation and engagement.

Theoretical Review

This study was guided by the Herzberg motivation-hygiene theory, or Herzberg's two-factor theory. Herzberg motivation-hygiene theory is the motivation theory that Herzberg developed (Pardee, 1990). Both motivation and cleanliness are included in Herzberg's idea. Employee engagement and motivation at work are encouraged by motivational elements like performance, enthusiasm for work, and responsibility (Adanlawo & Nkomo, 2023). However, employees demand a certain level of sanitation in every workplace as a matter of upkeep (Geller, 2017). Employee motivation and engagement at work are affected by various combinations of motivation and hygiene factors (Chiat & Panatik, 2019).

Employees who are extremely engaged and driven toward their work will have high standards of hygiene and high levels of motivation. The combination of high cleanliness standards and low motivation ensures that employees will continue to report to work and meet objectives in order to maintain their positions (Harris et al., 2021). Employees won't, however, be encouraged to surpass predetermined goals. It's not ideal for workers to be in an environment with poor hygiene and strong motivation (Herzberg, 2017). Even if they are motivated, employees may look for another job with better working conditions if the minimal requirements are not met (Gheaus & Herzog, 2016). The worst combination is low motivation and poor personal cleanliness. Significant staff turnover and significant levels of job discontent may arise from this.

Empirical Review

Employee Motivation

The definition of intrinsic motivation is the decision to participate in a task for its own sake instead of outside rewards (Ghalambor, 2023). It is possible to describe intrinsic motivation as the drive to carry out an action in order to enjoy and feel satisfied by the activity itself. They went on to say that human needs-based internal factors are the main focus of intrinsic motivation. Employees receive intrinsic rewards for doing their jobs well, feeling satisfied at work, doing fascinating work, being appreciated for their work, or feeling like they are helping a client. Employees that are intrinsically motivated go the extra mile to find creative solutions to difficulties that arise in the workplace (Cooperrider & Selian, 2021). They enjoy what they do and are more likely to expend energy doing so.

According to (Gorzelany et al., 2021), managers believe intrinsic motivation has a greater overall impact on the psychological facets of employee engagement. They also discovered that extrinsic motivation plays a role in employee engagement, but less psychologically and more as a component of the overall benefits that the employer and management provide to the employee. Managers believe intrinsic motivation has a greater impact on the psychological components of engagement than external motivation, as discovered by Magambo (2023).

Extrinsic motivation, which refers to engaging in an activity just for the enjoyment of it rather than its utility, is a concept that applies whenever an action is carried out with the intention of achieving a certain end (Soule, 2022). Businesses use monetary prizes and other tangible perks to motivate staff to complete tasks. Motivating language was used to allude to extrinsic benefits. When using motivational approaches, management should be aware of what drives their employees and tailor their efforts to suit

their needs (Hooda & Rana, 2020). As a result, businesses would be better able to identify, develop, and keep on board innovative, productive workers (Sharma et al., 2020).

Extrinsic and intrinsic reward systems should be implemented for firms in order to improve their performance and make better products. Identifying which motivation influences and has a relationship with job engagement is the goal of understanding motivation (Ghosh et al., 2020). Although most employees believe that intrinsic motivation is more important than extrinsic drive, both aspects are significant in determining an employee's level of job motivation (Miao et al., 2020). However, there was still unclear information on the intrinsic motivation and engagement of university employees, which this study sought to explore in detail.

Employee Engagement

Employee engagement is a work philosophy that creates the ideal working environment for each person in an organization to give their best each day, be devoted to their organization's aims and values, motivated to contribute to the success of the organization, and have an enhanced sense of their own well-being (Belyaeva & Kozieva, 2020).

Employees who are more engaged are more committed and aid in increasing production inside the company (Stahl et al., 2020). The likelihood of them considering themselves employers is higher. Organizations should therefore pay attention to the idea of employee engagement. If not, it can be the largest danger to the success of the company. If the organization's management is uninterested in motivating its staff, the result will be unsatisfied beneficiaries and a loss of clients (Allaoui & Benmoussa, 2020).

Employee engagement is essential because the company is entirely dependent on its staff. Because operations run on the shared commitment of businesses and employees, success in operations depends on individuals' engagement in their work (Holbeche, 2022). Employees will harness their potential to achieve high performance, deliver superior services, and draw in the most customers when they are engaged in the organization (Lu et al., 2020). This still unclear information on employee engagement of university staff in Uganda. The current study aimed at closing this knowledge gap.

Employee Motivation and Engagement

Motivation is a crucial element of involvement, according to Haldorai et al. (2020). According to them, out of the five factors that make up their engagement index, "employees themselves feel motivated to do more than is required" is the best indicator of overall engagement, followed by "the extent to which the company motivates employees to do more than is required." The largest return on overall involvement is produced by motivational investments, which hence increase utility.

According to Belyaev and Kozieva (2020), there is a connection between employee engagement and work motivation. The study's conclusions showed a correlation between employee engagement and both internal and extrinsic motivation, which is good. Four internal factors like interesting activities, work satisfaction, and stress, as well as four external factors such as job security, decent compensation, promotion and advancement, and recognition, were found to be significant determinants of engagement. Motivation and employee engagement are both positively correlated with one another, according to the study's findings. Additionally, it has been determined that employee engagement is significantly impacted by motivation, both extrinsic and intrinsic.

Will award restructuring affect employees' involvement, according to research on academic pay done by Engidaw (2021). Furthermore, a lot of studies have raised a lot of questions and have come up with a variety of conclusions about what motivates employees to engage in their work. Meyer (2017) noted that motivation and employee engagement have recently risen to the top of organizations' priorities lists. This has received a lot of attention because studies have shown that motivated employees

contribute to better organizational outcomes, such as decreased employee turnover and higher levels of performance. There was still unclear information the relationship between employee motivation and engagement, therefore, the current study aimed at exploring this in depth.

Research Hypothesis

There is a significant relationship between employee motivation and engagement

3.0 METHODOLOGY

Introduction

In this section, the research design, population, sample, research tools and metrics, method, data management, data quality control, reliability of the research tools, and data analysis are all covered.

Research Design

The study used a quantitative approach and a correlational research methodology to determine the association between employee engagement and motivation among Makerere University staff members. Statistical Package for Social Scientists (SPSS) was used in this design to show data as statistical information in order to determine whether the variables are associated.

Population

The population for this study included Makerere University employees. Both male and female employees were included in the study.

Sample Size Determination and Sampling Strategy

A total of 56 participants from Makerere University were chosen to participate in the survey. With the use of the Morgan and Krejie Table (1970), the researcher employed a straightforward random sample technique. In a simple random sample, each person in the population has an equal probability of being selected. A straightforward random sampling method eliminates bias in sample selection and gives every member of the population an equal chance of being included in the study.

Research Instruments and Measures

Self-administered questionnaires were designed using the constructs defined above. The questionnaire measured employee motivation and engagement. A purposefully developed self-administered questionnaire comprised closed-ended questions that required each respondent to choose the preferred option from the alternatives given, including the respondents' background, age, and sex. Section A examined the respondents' biodata, Section B examined employee motivation, and Section C examined employee engagement. Employee Motivation Questionnaire adopted from Govender & Parumasur (2010), employee engagement from Schaufelli & Salanova (2002).

Quality Control

To control the quality of the collected data, the validity and reliability of the questionnaires were carried out. The supervisor critically analysed the instruments and suggested changes where necessary to ensure that the items measured were intended to be measured in order to ascertain the validity of the questionnaire.

Reliability of Study Instruments

The researcher adopted standardized instruments used by other researchers. For example, the employee motivation scale by Govender and Parumasur (2010) with Cronbach's alpha coefficients of $\alpha = 0.86$ and the employee engagement scale by Schaufelli and Salanova (2002) with Cronbach's alpha coefficients of $\alpha = 0.85$.

Validity of the Research Instruments

The face and content validity of the research instrument were ensured by comparing its items with previous similar studies and by matching them with the stated objectives and the formulated research hypotheses. Besides, copies of the prepared questionnaire were made available to experts for vetting, review, critiquing, necessary amendments, and corrections. The questionnaire was written in simple English and translated into a local language for those who do not understand English.

Procedure

After approval of the proposal, we obtained an introductory letter from the Department of Organizational Psychology at Makerere University introducing me to authorities within the university seeking permission and approval to collect data. When in the field, we explained to participants the purpose of the study while emphasizing confidentiality and giving them informed consent. Then, give them questionnaires to fill out. We further collected the filled questionnaires and checked for incomplete questionnaires to eliminate errors that may happen during data analysis.

Data Management

Data collected from the field was edited and coded to ensure easy analysis. Section A (background) data for each respondent shall be coded. For example, the sex of each respondent was coded as Female = 1, Age range 20–30 years = 1, 31–40 years = 2, 41 plus = 3. Year of study as Year 3 =1.

Section B: Employee motivation with 15 items, coded as: strongly agree =1, agree =2, not sure = 3, disagree =4, strongly disagree =5.

Section C: Employee engagement with 14 items on a Likert scale, coded as: strongly agree =1, agree =2, not sure = 3, disagree =4, strongly disagree =5.

Data Analysis

The coded data was analyzed using a computer program called Statistical Package of Social Scientists (SPSS) and summarized into frequencies and percentages. The Pearson Product Correlation Coefficient (r) was used to test the significance of hypothesis 1.

Study Limitations

The study was only limited to Makerere University employees, but it could be conducted among other employees in different organizations. The process of obtaining the required sample was challenging as university staff members are always busy with academic work. This prevented me from obtaining the required target sample size.

Ethical Consideration

We ensured privacy and confidentiality and explained to participants the main purposes of the research, which was to inform them that the research was purely academic before engaging them in the study. More so, we took into account the consent of the respondents; avoidance of forgery and plagiarism was considered when presenting the research methodology and findings.

4.0 FINDINGS

Respondents were asked to indicate their age bracket and sex. The results were obtained and computed into frequencies and percentages using SPSS, as shown in the tables below:

Table 1: Bio Data for Respondents

		Frequency	Percent (%)
Age	30-39 years	48	87.9
	40-49 years	8	9.1
	50 and above years	2	3.0
Sex	Male	15	34.8
	Female	43	65.2

Results in Table 1 above show that more respondents were between 30-39 years old (86.9%). This implies that employees in the age group of 30-39 years are considered to be very hard-working. Results further show that there were more respondents for females (65.2%) than males (34.8%). This implies that Makerere University prefers employing more female employees than male ones, since they are presumed to be more honest than their female counterparts.

Table 2: The Relationship between Employee Engagement and Job Satisfaction

		Employee Motivation	Employee Engagement
Employee Motivation	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	56	
Employee Engagement	Pearson Correlation	.353**	1
	Sig. (2-tailed)	.000	
	N	56	56

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

Hypothesis one states that there is a significant relationship between motivation and employee engagement. The findings in Table 2 above show that there is a significant positive relationship between motivation and employee engagement (r =.353**, p =.000). This is because the p value is less than the level of significance (0.01) in magnitude (p<0.01). Therefore, the alternative hypothesis is retained, and it is concluded that there is a significant positive relationship between motivation and employee engagement. This means that when they are motivated, they become engaged in their jobs.

Discussion

Employee Motivation and Engagement

Employee motivation is significantly related to engagement. This means that an increase in employee motivation leads to an increase in employee engagement. In agreement with the current study findings, Haldorai et al. (2020) stated that out of the five factors that make up their engagement index, "employees themselves feel motivated to do more than is required" is the best indicator of overall engagement, followed by "the extent to which the company motivates employees to do more than is required." The largest return on overall involvement is produced by motivational investments, which hence increase utility.

Consistent with the current study by Belyaev and Kozieva (2020), there is a connection between employee engagement and work motivation. The study's conclusions showed a correlation between employee engagement and both internal and extrinsic motivation, which is good. Four internal factors like interesting activities, work satisfaction, and stress, as well as four external factors such as job security, decent compensation, promotion and advancement, and recognition, were found to be significant determinants of engagement. Motivation and employee engagement are both positively correlated with one another, according to the study's findings. Additionally, it has been determined that employee engagement is significantly impacted by motivation, both extrinsic and intrinsic.

In line with the current study, Engidaw (2021) stated that award restructuring will affect employees' involvement, according to research on academic pay. Furthermore, a lot of studies have raised a lot of questions and come up with a variety of conclusions about what motivates employees to engage in their work. In addition, Meyer (2017) noted that motivation and employee engagement have recently risen to the top of organizations' priority lists. This has received a lot of attention because studies have shown that motivated employees contribute to better organizational outcomes, such as decreased employee turnover and higher levels of performance. Therefore, it was concluded that employee motivation significantly influences employee engagement in an organization.

5.0 CONCLUSION AND RECOMMENDATIONS

Conclusion

Since the findings indicate that employee motivation is significantly related to employee engagement. This means that employees who are well motivated do what it takes to achieve organizational objectives through engagement.

Recommendation

Organizations should also focus on creating high levels of job satisfaction among their employees by providing better working conditions and fringe benefits to keep them engaged in their jobs since they are the focal point for the growth and expansion of any organization.

Areas for Further Research

We suggest that further research should be done on the relationship between employee motivation and engagement among academic staff at different universities in Uganda. This will help in creating awareness among higher institutions of learning in both private and public institutions about the benefits of motivating employees to promote employee engagement.

Acknowledgments

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