

## **The Effect of Non-Statutory Welfare Schemes on the Motivation Levels of Non-Academic Staff in Private Universities in Uganda**

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**Abstract:** Many organizations and institutions are struggling to survive in a business and market environment which is volatile and fierce, and thus they are doing everything within their means in their quest to keep the motivation levels of their staff high and to ensure an increase in their competitiveness and an improvement in performance. Several studies indicate that improved employee performance gives organizations an edge over and above the others in the same business. As such, many organizations have picked interest in improving the welfare of their staff as this is taken to be one of those essential tools which if properly handled leads to increased staff motivation and an improvement in their performance. The aim of this study was to assess the effect of non-statutory welfare schemes on the motivation levels of the non-academic staff in 5 private universities in Uganda. This study specifically examined the effect of: (a) personal loan facilities on the non-academic staff level of motivation and (b) housing facilities on the non-academic staff level of motivation. The study adopted a quantitative research design while a structured questionnaire was used to collect data from the participants, the non-academic staff. Descriptive and correlational data analysis tools using SPSS software were used to analyze data. The correlation coefficient results between personal loan facilities and the motivation levels of the non-academic staff was  $B=-.608$ ,  $P=.000$ , meaning that personal loan facilities positively and significantly correlate with motivation. Based on the above findings therefore, the hypothesis ( $H_{01}$ ) which states that there is no significant effect of personal loan facilities on the motivation levels of non-academic staff in the private universities in Uganda was rejected. While the coefficient results for housing facilities and the non-academic staff motivation were  $B=.102$ ,  $P=.300$  meaning there was no significant effect of housing facilities on the non-academic staffs' motivation levels thus the hypothesis ( $H_{02}$ ) which states that there is no significant effect of housing facilities on the motivation levels of non-academic staff in the private universities in Uganda was accepted. The study recommended that management of these institutions should pay extra attention to personal loan facilities in their quest to keep the motivation of their staff high.

**Key Words:** Non-Statutory Welfare, Welfare Benefits, Staff Motivation .

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### **I. Introduction**

The welfare of employees in an organization is central because the survival of any organization largely depends on the contributions of their employees. Employees perform different tasks which help organizations to achieve their goals and objectives. Studies by various scholars indicate that employees determine the success of an organization. According to Venkata et al (2015), the progress of every organization mainly depends on a satisfied employee. Torrington et al (2002) opined that employees perform various tasks in an organization but have to be motivated to do that. As such, different motivation strategies including the provision of welfare benefits are adopted and offered by organizations to staff to motivate them. Welfare benefits include both statutory which are mandatory and therefore punishable by law if not provided and the non-statutory ones which organizations voluntarily provide. These benefits take into account the personal lives of staff both within and outside the organizations and this makes the life of the workforce worth living which increases their motivation levels (Banasa & Krishnanaik, 2015; Aleeswari & Manimaran, 2011). Relatedly, Stoner et al (1990) reported that the provision of welfare benefits staff increases their motivation. In the same vein, Supriya (2017) asserted that motivation can help organizations to exploit the full potential of an employee. It is reported in the same study that a motivated staff is smart at their work, works hard and for long hours. They are also efficient and effective in accomplishing the tasks assigned to them in the organization. Likewise, Pylee et al (1996) opine that workforce well-being directly affects their efficiency at work. Flippo (1980) maintained that employee benefits improve employee motivation. Additionally, Geethika and Aruna (2019) posit that a motivated employee provides better results. Several other studies indicate that employee welfare benefits improve staff welfare

conditions and increase their motivation and productivity (Aleeswari & Manimaran, 2011; Korir, & Kipkebut, 2016). Based on the above, organizations including universities offer both statutory welfare benefits such as Medicare, workers compensation, statutory disability and unemployment insurance and non-statutory welfare benefits such as health insurance, loan schemes, housing schemes, personal welfare benefits and the pension plan among others, covering the entire life of staff (Venkateswaroy, 2017; Choundhary, 2017; Daddie et al, 2018; Chhabra, 2014).

## **II. Problem Statement**

Employers offer welfare benefits such as personal loan facilities and housing facilities with the intent of addressing employee welfare challenges and to keep employee motivation levels high. Private universities in Uganda have for a very long time among other non-statutory staff welfare benefits offered personal loans and housing facilities and allowances to staff to keep them motivated. To the contrary however, staff personal financial requirements and housing challenges meant to be addressed by the above welfare benefits provided by these universities continue to exist. As such, the living and housing conditions of staff in these institutions have remained poor leading to low staff morale, staff absenteeism, late coming and high labour turnover, among other things, which are all indicators of low motivation thus the motivation behind this study.

## **III. Major Objective of the Study**

To establish the effect of non-statutory welfare facilities on the non-academic staff motivation levels in the private universities in Uganda

### **Specific Objectives**

- a) To establish the level of motivation of the non-academic staff in private universities in Uganda
- b) To establish the effect of staff loan facilities on the motivation levels of non-academic staff in the private universities in Uganda
- c) To assess the effect of housing facilities on the motivation levels of non-academic staff the private universities in Uganda

### **Research Questions**

- a) What is the level of motivation of the non-academic staff in private universities in Uganda?
- b) What is the effect of personal staff loan facilities on the motivation levels of the non-academic staff in the private universities in Uganda?
- c) What is the effect of housing facilities on the motivation levels of the non-academic staff in the private universities in Uganda?

## **IV. Hypothesis**

**H<sub>01</sub>:** There is no significant effect of personal staff loan facilities on the motivation levels of non-academic staff in the private universities in Uganda

**H<sub>02</sub>:** There is no significant effect of housing facilities on the motivation levels of the non-academic staff in the private universities in Uganda

## **V. Methodology**

The study adopted a quantitative research design and data was collected using a structured questionnaire. A total of 173 non-academic staff were selected using random sampling designs from the study population of non-academic staff from 5 private universities in Uganda including, the Islamic University in Uganda (IUIU), Ndejje University (NU), Kampala University (KU), Mutesa 1 Royal University (MRU) and Nkumba University (NU). According to Mbabazi (2006), the instrument applied in collecting data should be valid, reliable, free from bias and practical enough. As such, Cronbach's alpha reliability test was conducted to establish the internal consistence of the questionnaire items and descriptive statistics were used to analyze data. Descriptive and regression analysis tools in SPSS software were used to analyze data.

**Table 1: Cronbach's Alpha Reliability Statistics**

<b>Variables</b>	<b>Scores</b>	<b>N of Items</b>
Motivation	.823	8
Personal Loan Facilities	.735	6
Housing Facilities	.775	6

## **VI. Literature Review**

Literature review is organized along three sub themes and focuses on the following areas:

- (1) The concept of Employee Motivation;
- (2) Personal Loan Facilities and
- (3) Housing Facilities

## **VII. Employee Motivation**

Employee motivation is very critical given its central role in enhancing the performance and ensuring the success of any organization. As such, one of the most important tasks of any manager has to undertake is to ensure that employees are motivated (Hewawaduge & Pavithra, 2018; Dave, 2016). An employee's motivation level affects their attitude, commitment and it is influenced by a number of factors including the statutory and non-statutory welfare benefits. Several studies have indicated that a highly motivated employee is loyal, exhibits excellent performance, is hardworking and is always on duty and ready to execute the duties assigned to them (Stoner et al, 1990; Ireferin & Mechanic, 2014; Osborne & Hammoud, 2017; Rahab, 2018; AyOnde, 2014). Bulkus and Green (2009) defined motivation to mean a move, push or influence aimed at fulfilling an objective. Similarly, Bartol and Martin (2008) defined motivation to refer to the power which enhances and gives direction to the behaviors of people. According to Bedian (2003), employee motivation refers to the latent drive to satisfaction and progression meant to direct employee behaviors towards organizational goals and objectives.

## **VIII. Personal Loan Facilities**

Employees with financial problems cannot concentrate on their work. As such, organizations have designed and adopted various welfare schemes in order to help employees manage their financial challenges so as to keep their motivation levels high. According to Streshth (2014), workers with small income need loan facilities for different purposes such as purchasing vehicles, houses, sickness and funeral expenses, among other things and the easiest, hassle free and quickly available option for the worker is the employer. The same study reports that companies which have loan policies known to workers help them to avoid money lenders and banks which charge exorbitant interest rates which drain a significant amount from the workers' income and increases their stress. Similarly, Waituti, Kihara and Senagi (2017) opine that the provision of welfare benefits creates an efficient, healthy, loyal and satisfied employee in an organization. The study by Balogun (2013) also indicated that car allowances are as important to the employees as their basic pay and they can increase the employees' motivation. Relatedly, Rob (2012) posits that loans are incentives to employees which can enhance their motivation levels. In the same vain, Dave (2016) argues that employees who receive financial assistance during their difficulty times from employers get motivated to stick around. Likewise, Anju and Lakshmi (2017) observe that providing non-statutory employee benefits ranging from loans for house building, educations of the employee's children and loans for purchasing vehicles alongside the statutory measures by organizations increases employee motivation and job satisfaction. Similarly, Rasuli, Eisteen and Bujang (2013) opined that employee loan facilities increase their motivation. Furthermore, Miller et al (2017) argued that helping workers struggling to manage their finances reduces the workers' stress which they would have carried over to their work place and motivates them. Relatedly, Daddie (2018) asserted that high wage rates alone cannot create a health atmosphere nor bring a sense of motivation and commitment on the part of the workers but a combination of social welfare, emotional welfare and economic welfare together can achieve staff motivation. The study by Pooja (2018) indicated that welfare facilities such as loan facilities increase the motivation and productivity of employees. Choundhary (2017) opined that although non-statutory welfare schemes such as staff loan schemes are not compulsory, they increase the motivation and efficiency of workers. The same study further reports that debts from commercial banks and money lenders with high interest rates cause high mental tension and affects

employee motivation and performance. Waititu, Kihara and Senaji (2017) posited that employee welfare services reduce absenteeism, time off due to illness and all aspects that relate to an employee's wellness and personal development in the work place. Relatedly, Korir and Kipkebut (2016) noted that proper management of both non-financial and financial reward structure which is externally competitive, internally fair and consistent with the current acceptable standards results into high levels of employee motivation. Likewise, Hewawaduge and Pavithra (2018) observed that providing education loans for the workers' children increases the workers' motivation and loyalty. Similarly, Syaifuddin Syaifuddin (2017) reported that employees will work better when they receive organizational support which increases their motivation and this helps organizations to achieve their objectives. Furthermore, AyOnde (2014) opined that employee welfare programs increase employee motivation and improve their productivity. In the same vain, Poonam and Sumit (2013) asserted that providing employees with welfare facilities increases their motivation.

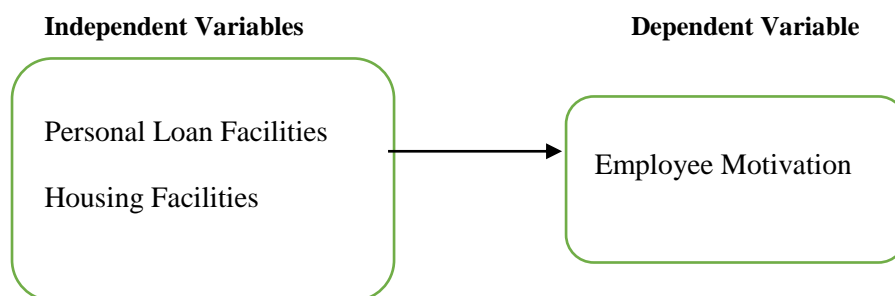
### **IX. Housing Facilities**

Studies conducted by various scholars indicate that the kind of life an employee leads both within and outside an organization has far reaching implications on their motivation and performance at the workplace. As such, organizations which are interested in improving employee motivation and performance provide them with welfare facilities such as housing facilities. According to Srivastava and Lakshmi (2017) offering housing loans to employees motivates them and brings about changes in their attitudes towards work. Likewise, Agada and Zeb-Obipi (2018) also opine that workplace social infrastructure including staff guest houses and housing schemes increase the employees' bondage with the organization and enhance employee motivation. Furthermore, Rangeela and Girija (2018) observed that welfare measures such as facilities and amenities established within or in the vicinity of organizations enable employees in them to perform their work in healthy and congenial surroundings. The same study reports that providing employees with amenities conducive to good health and high morale creates a culture of work commitment which ensure higher employee motivation, productivity and greater job satisfaction. Wangui, Were and Abok (2016) opine that employee housing facilities enhance employee job satisfaction and motivation. Similarly, Rajarajan and Vetrivel (2015) posit that welfare measures are a means for facilitating gratification of human needs and goal achievement thus they motivate them.

### **X. Conceptual Framework**

This conceptual framework proposes a research model linking independent variables (personal loan facilities and housing facilities) to the dependent variables (employee motivation). The conceptual framework indicates that personal loan facilities and housing facilities affect employee motivation. It is assumed that when employers provide welfare benefits such as personal loan facilities and housing facilities and allowances to staff, they become content and motivated, and they will work effectively. To the contrary, if the employees' welfare is not taken care of and organizations fail to provide welfare benefits such as personal loan facilities and housing facilities to them, their motivation levels will be negatively affected and it will decrease (Waititu, Kihara & Senaji, 2017; Chhabra, 2014; Chikati & Thatikayala, 2017). This conceptual framework therefore is formed to clearly show the relationships between those different variables as stipulated below;

**Figure 1: Relationship Between Non-Statutory Welfare benefits and Employee motivation**



**Source: Researcher**

Non-academic staff in private universities in Uganda continue to provide services as required to universities as stipulated in their job descriptions and they also continue to be remunerated but amidst different welfare challenges. The above conceptual framework therefore shows the effect of personal loan facilities and housing facilities, which are some of the non-statutory welfare benefits which are not mandatory on these universities to

provide but they are provided by private universities in Uganda to both academic and non-academic staff to increase their motivation levels.

## XI. Research Findings and Discussion

**Table 2; Demographic Characteristics of the Respondents**

Respondents Gender	Frequency (%)
Male	104(60.1%)
Female	69(39.9%)
Age of Respondents	
20-29 Years	48(27.7%)
30-39 Years	90(52.0%)
40-49 Years	35(20.2%)
Education Level of the Respondents	
Bachelor’s Degree	60(34.7%)
Master’s Degree	103(59.5%)
Others	10(5.8%)
No. of Years Taught in the University	
1-5 Years	39(22.5%)
6-10 Years	88(50.9%)
11-15 Years	33(19.1%)
16 Years & Above	13(7.5%)
<b>Source; Field Data; (2020)</b>	<b>(No:173)</b>

Findings in the table above show that 60.1%, were males, while 39.9% were females. The study results further indicate 52.0% who constituted the majority of the participants fell in the age bracket of 30-39 years, followed by 27.7% who belonged to 20-29 years, while 20.2% fell between 40-49 years. Relatedly, regarding the education levels of the participants, findings indicate that 59.5% held master’s degrees, followed by 34.7% who held bachelor’s degrees, while others constituted 7.5%. Regarding the amount of time participants have spent working at the university, findings reveal that 50.9% had spent between 6-10 years in these institutions, these were followed by 22.5% who have spent between 1-5 years, then 19.1% who have spent between 11-15 years, while 7.5% have worked in these institutions for over 16 years.

### Research Question 1: What is the level of motivation of non-academic staff in private universities in Uganda?

The first objective of the study sought to establish the level of motivation of non-academic staff in private universities in Uganda. In light of this, respondents were asked to fill a questionnaire with questions intended to establish their level of motivation using a five-point Likert scale: Strongly Disagree (SD), Disagree (D), Neutral (N), Agree (A) and Strongly Agree (SA). The respondent’s responses are recorded in table 3 below;

**Table 3: Descriptive Statistics for Level of Motivation**

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I work in accordance with the ethical standards and personal principles	37(21.4%)	67(38.7%)	47(27.2%)	16(9.2%)	6(3.5%)
My job gives me the opportunity to acquire new knowledge and skills	50(28.9%)	50(28.9%)	37(21.4%)	22(12.7%)	14(8.1%)
There are high chances of reaching my personal goals through my job	52(30.1%)	45(26.0%)	29(16.8%)	26(15.0%)	21(12.1%)
I enjoy flexible working conditions on	33(19.1%)	50(28.9%)	18(10.4%)	45(26.0%)	27(15.6%)

my job

I enjoy the freedom to decide how to carry out my work	26(15.0%)	65(37.6%)	24(13.9%)	39(22.5%)	19(11.0%)
There are high chances of career progression in this institution	23(13.3%)	42(24.3%)	28(16.2%)	53(30.6%)	27(15.6%)
There is job security in this institution	38(22.0%)	57(32.9%)	21(12.1%)	29(16.8%)	28(16.2%)
My contributions are recognized in this institution	27(15.6%)	54(31.2%)	31(17.9%)	29(16.8%)	32(18.5%)

**Source:** Field Data, 2021

Results in table 3 above clearly show that a majority (60.1%) of the participants, the non-academic staff noted that they don't work in accordance with the ethical standards and personal principles, while 57.8% of them reported that their jobs did not help them to acquire new knowledge and skills. Likewise, 56.1% non-academic staff in these institutions acknowledged that it was difficult for them to reach their personal goals through the jobs they hold in these institutions, 48% noted that the working conditions were not flexible, while 52.6% reported that they did not enjoy the freedom to decide how to perform their duties. Regarding job security, a majority of the respondents indicated that they were not safe with their jobs moreover, 46.8% expressed dissatisfaction that their contributions are not recognized by their institutions. Results generally established that the motivation level of non-academic staff in these institutions is low. Findings therefore are inconsistent with studies by Osborn and Hammoud (2017), and by Rahab (2018) where it was reported that high motivation increases employee performance, loyalty, commitment and job-satisfaction among others.

**Research Question 2: What is the effect of staff loan facilities on the motivation levels of the non-academic staff in the private universities in Uganda?**

The second research objective sought to establish the effect of loan facilities on the level of motivation of non-academic staff in private universities in Uganda and the parameters used to measure this variable included; the ease with which they access loans, loan terms and conditions, loan recovery time, financial literacy training and whether interest is charged on the loans extended to staff. The responses elicited from the respondents are presented in table 4 below;

**Table 4: Effects of Personal Loan Benefits on Non-Academic Staffs' Level of Motivation**

	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
One can easily access a loan in this institution	26(15.0%)	65(37.6%)	31(17.9%)	39(22.5%)	12(6.9%)
The Loan terms and conditions are favorable	46(26.6%)	72(41.6%)	28(16.2%)	19(11.0%)	8(4.6%)
The time taken to access the loan is reasonable	32(18.5%)	76(43.9%)	26(15.0%)	29(16.8%)	10(5.8%)
The loan recovery time is friendly	51(29.5%)	54(31.2%)	14(8.1%)	42(24.3%)	12(6.9%)
Financial literacy training is given to staff before accessing the loan	56(32.4%)	45(26.0%)	15(8.7%)	41(23.7%)	16(9.2%)
Interest is not charged on the loan extended to staff	6(3.5%)	10(5.8%)	55(31.8%)	64(37.0%)	38(22.0%)

**Source:** Field Data, 2021

From table 4, it is clear that majority of non-academic staff (52.6%) indicated that it was not easy to access a loan from their employers. A large number of them (68.2%) further indicated that the loan terms and conditions were not favorable, while 62.4% of them revealed that the time taken to access the loan was not reasonable. Similarly, 60.7% of staff expressed dissatisfaction with the loan recovery time whereas 58.4% indicated that

there was no financial literacy training from their employers extended to those who succeed to access the loan before accessing it. Findings are inconsistent with the study by a number of studies which indicated that financial support to employees by organizations increases staff motivation (Pooja, 2018; Miller et al, 2017; Dave, 2016; Lakshami, 2017; Waititu, Kihara & Senaji, 2017).

**Research Question 3. What is the effect of housing facilities on the motivation levels of the non-academic staff in the private universities in Uganda?**

The third objective sought to establish the effect of housing facilities on the level of motivation of non-academic staff in private universities in Uganda and this variable was measured using a number of parameters including accessibility to houses offered by the university, housing facilities being adequate, housing allowances being adequate, the quality of houses staff leave in, accessibility to housing loans and whether the interior space of the houses that staff stay in are ambient. The responses elicited from the respondents are presented in table 5 below;

**Table 5: The Effect of Housing facilities on the Motivation of Non-Academic Staff**

	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
The university offers housing facilities to staff	22(12.7%)	41(23.7%)	42(24.3%)	43(24.9%)	25(14.5%)
The housing facilities offered to staff are adequate	31(17.9%)	70(40.5%)	22(12.7%)	40(23.1%)	10(5.8%)
The housing allowances are adequate	42(24.3%)	63(36.4%)	32(18.5%)	28(16.2%)	8(4.6%)
The quality of houses staff leave in while on duty is good	39(22.5%)	75(43.4%)	28(16.2%)	10(5.8%)	21(12.1%)
Staff have access to housing loans	44(25.4%)	78(45.1%)	32(18.5%)	12(6.9%)	7(4.0%)
University accommodation facilities have ambient interior space conditions	31(17.9%)	82(47.4%)	38(22.0%)	12(6.9%)	10(5.8%)

Source: Field Data, 2021

No; 173

Findings in table 5 above clearly showed that a majority (58.4%) of the participants, indicated that their institutions offer them with housing facilities or allowances. However, results reveal that 58.4% reported that the housing facilities and allowances offered to them were inadequate, while a number of them also indicated that the quality of houses they rented and slept in were not good. From the findings in the same table above, it was observable that 70.5% of the participants noted that it was difficult to access housing loans from their institutions, while (65.3%) of the participants also reported that the university accommodation facilities have poor interior space conditions. Results are in disagreement with several studies which reported that housing facilities increase employee motivation and employee performance (Agada & Zeb-Obipi, 2018; Girija’ 2018; Wangui, Were & Abok, 2016, Rajarajan & Vetrive, 2015, Lakshami, 2017).

**Regression Results and Hypothesis Testing**

**Personal Loan Facilities**

The study also sought to establish the effect of personal loan facilities on the motivation levels of non-academic staff in private universities and the findings are recorded in table 6 below;

**Table 6: Coefficients for Personal Loan Facilities**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	1.083	.202		5.351	.000		
Personal loanscheme	.608	.072	.540	8.394	.000	1.000	1.000

a. Dependent Variable: Employeeperformance

Findings in table 6 above indicated that personal loan facilities have a positive and significant effect on the motivation levels of non-academic staff in private universities in Uganda. The correlation coefficient between personal loan facilities and the motivation levels of non-academic staff was 0.608 with a p-value of 0.000. This means that a unit increase in personal loans will lead to 60.8% increase in the levels of motivation of the non-academic staff in private universities in Uganda and the p-value was less than 0.05 means that the relationship

was statistically significant. Based on the above findings therefore, the hypothesis (**H0<sub>1</sub>**) which states that there is no significant effect of personal staff loan facilities on the motivation levels of non-academic staff in the private universities in Uganda was rejected. Results in the table above are consistent with several studies which reported that extending soft loans by organizations to their employees increases employee motivation (Hewawaduge & Pavithra, 2018; Korir & Kipkebut, 2016; Choundhary, 2017; Miller et al, 2017).

### **XII. Housing Facilities**

Similarly, the study also sought to establish the effect of housing facilities on the motivation levels of motivation of the non-academic staff in private universities and the findings are recorded in table 7 below;

**Table 7: Coefficients for Housing Facilities**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	2.470	.245		10.091	.000		
Housingfacilities	.102	.098	.079	1.040	.300	1.000	1.000

a. Dependent Variable: Employeeperformance

Results in the above table showed that housing facilities have a medium positive and significant effect on the motivation levels of non-academic staff in private universities in Uganda. The correlation coefficient between housing facilities and the motivation of non-academic staff was 0.102 with a p-value of 0.300. The results indicate that a unit increase in housing facilities will lead to 10.2% increase in the levels of motivation of the non-academic staff in private universities in Uganda and the p-value of 0.300 which was greater than 0.05 means that the relationship was not statistically significant. Based on the above findings therefore, the hypothesis (**H0<sub>2</sub>**) which states that there is no significant effect of housing facilities on the motivation levels of non-academic staff in the private universities in Uganda was accepted. Results in the above table are inconsistent with the study by Rangeela & Girija (2018) which reported that providing housing facilities ensures employee motivation. Additionally, in disagreement with study by Srivastava and Lakshmi (2017) which indicated that providing housing facilities to staff positively correlates with employee motivation. Also inconsistent with a study by Rangeela and Girija (2018) who noted that there is a positive relationship between the provision of housing facilities and employee motivation.

### **XIII. Conclusions**

The study examined the effect of personal loan facilities on the motivation levels of the non-academic staff in 5 private universities in Uganda and it was found that the above construct has a positive and significant effect on the motivation levels of the non-academic staff in private universities in Uganda. The correlation coefficient between personal loans facilities and the motivation levels of the non-academic staff was 0.608 with P-value of 0.000. The fact that the p-value was less than 0.05 means that the relationship was statistically significant thus there is a correlation between personal loan facilities and the level of motivation of the non-academic staff. Similarly, the study examined the effect of housing facilities on the non-academic staffs' level of motivation in the 5 private universities in Uganda and results showed that housing facilities have no positive and significant effect on the motivation levels of the non-academic staff in private universities in Uganda.

### **XIV. Recommendations**

This study recommends that private universities in Uganda should pay more attention to personal loan facilities as a means of increasing the motivation levels of the non-academic staff in their institutions. Although the study results showed that housing facilities have a medium positive effect on the motivation levels of non-academic staff in private universities in Uganda, the fact that its P-value was 0.300 which is greater than 0.05 showed that housing facilities have no significant positive relationship with motivation.

### **X. Areas for Future Research**

Since labour welfare schemes are flexible and they are ever changing, and since the aim of this study was to establish the effect of only two non-statutory welfare facilities namely; personal loan facilities and housing facilities on the motivation levels of non-academic staff in private universities in Uganda, this same study can be expanded to look at the effect of other non-statutory welfare facilities such as personal health care, flexi-time and employee referral scheme among others on the non-academic staff and to include the academic staff in private universities in Uganda.



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