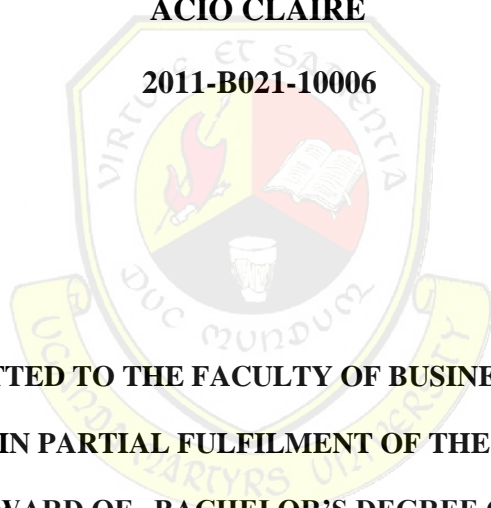


**THE IMPACT OF NON-MONETARY INCENTIVES ON EMPLOYEES' JOB
COMMITMENT IN INDUSTRIAL PLANTS IN UGANDA- A CASE STUDY OF GURU
NANAK OIL MILL IN LIRA DISTRICT.**

Submitted by:

ACIO CLAIRE

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**A DISSERTATION SUBMITTED TO THE FACULTY OF BUSINESS ADMINISTRATION AND
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ADMINISTRATION AND MANAGEMENT OF
UGANDA MARTYRS UNIVERSITY**

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DEDICATION

This dissertation is dedicated to my beloved mother, Mrs Catherine Erach, my brothers and sisters who supported me both morally and financially during my stay at the University. This work is also dedicated to the love and memory of my beloved late father Mr Geoffrey Erach – olili whose words of wisdom keep me moving each passing day of my life and I believe that they will always do. Rest in peace.

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I thank the almighty God for his unceasing guidance, assistance, protection, selfless love and for all the graces throughout my entire studies at Uganda Martyrs University. Thank you so much because I would not have done anything without you.

Great thanks go to Mr Kiizah Pastor my supervisor and without his guidance, suggestions and invaluable contribution, this study would have been a flop. May God bless you abundantly.

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LIST OF ABBREVIATIONS

GNOM - Guru Nanak oil mill

ABSTRACT

The study examined the impact of non-monetary incentives on employees' job commitment in industrial plants in Uganda; a case study of Guru Nanak oil mill in Lira district. The objectives of the study were to establish the relationship between training and employees' job commitment, to find out the extent to which employees' recognition affects their job commitment and to investigate the effects of promotion on employees' job commitment.

The study used a single case study design by adopting both quantitative and qualitative approaches. The methodology used for collecting data for the study included; questionnaires and interviews. A total number of 45 respondents were chosen from three different groups that included; top management, skilled workers and casual workers. The sampling techniques used for the study included; the purposive and simple random sampling techniques.

The findings revealed that employees showed more commitment to their jobs after they had received training in form of mentoring, short courses. The research also found out that employees' value being recognised since this makes them feel part of the organisation and that whatever they did was being recognised and lastly promotion could change their status within the organisation and this therefore made them more committed to their different jobs. In conclusion therefore, organisations should ensure that they train, recognise, and promote their employees in order to make them more committed to their different jobs.

The recommendations for the study included; management should consider putting more emphases on training employees so that they gain better skills on how to perform their different tasks, management should also try as much as possible to see to it that employees are recognised for the work that they do, since this helps a lot in making them committed to their jobs and lastly, should ensure that employees' promotion is taken into consideration.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

The study was intended to analyse the impact of non-monetary incentives on employees' job commitment in Guru Nanak oil mill. The study focused on the relationship between non-monetary incentives and employees job commitment.

Kinicki & Kreitner, (2006) define commitment as the extent to which an individual identifies with the organisation and is committed towards its goals where as non-monetary incentives refer to the process of rewarding employees' for excellent job performance through opportunities. This chapter is comprised of the background of the study, the statement of the problem, purpose of the study, the specific objectives, the research questions, research hypotheses, the scope of the study, significance of the study, conceptual frame work and definition of key terms.

1.1 Background of the Study

Globally, Companies around the world like America are cutting back their financial-incentive programs, but few have used other ways of inspiring talent. However, numerous studies have concluded that for people with satisfactory salaries, some nonfinancial motivators are more effective than extra cash in building long-term employee commitment in most sectors, job functions, and business contexts. (Dewhurst, Guthridge, Mohr, 2009).In addition to the above, many financial rewards mainly generate short-term boosts of energy, which can have damaging unintended consequences. Indeed, the economic crisis, with its imperative to reduce costs and to balance short- and long-term performance effectively, gives business leaders a great opportunity to reassess the combination of financial and nonfinancial incentives that will serve their companies best through and beyond the downturn.

Ibid (2009) argue that non-cash rewards tend to stand out as rewards for performance, which enhances their long-term effect and other non-cash rewards have high trophy value, bringing greater recognition to the recipient at the time of the award and possessing a long-term lasting effect that can result in increased commitment so as to attain organizations goals. In line with this, Hewlett (2012) asserted that money is not the major motivator among college-educated workers; she asserted that raises or bonuses are not unimportant, especially in this uncertain financial climate. Therefore the choice taken helps in determining the level of commitment of the employees.

Employees certainly appreciate more money, but money does not buy happiness, nor does it buy commitment and loyalty. Non-financial incentives inspire and engage employees in ways that money is incapable of doing. Non-financial incentives are the types of rewards that are not a part of an employee's pay. Typically, they cost the company little or no money, yet carry significant weight. Incentives of this nature are particularly effective for workers who are comfortable with their salaries or have been in the position for a long time and this therefore justifies why they should be employed to improve on the level of employees' commitment.(ibid,2013).

As companies continue to make cuts to employee compensation, non-financial incentives for employees are more crucial than ever. Often workers feel abused and unappreciated by the companies for which they toil day in and day out. Layoffs, stressful work conditions, ever-increasing demands, unappreciative bosses, and unsupportive peers contribute to employee disengagement. At the heart of the matter is the employee-employer relationship. To perform at their best, workers must feel welcomed, valued, and appreciated. Non-financial incentives help companies address these relationship needs and all this positive feeling impacts positively on their commitment levels,(Thampan, 2013).

Ibid (2013) gives a scenario where employee engagement and satisfaction is like a marriage, the two parties enter the relationship with high hopes, great aspirations, and the best of intentions. Over time, if the two spouses are not appreciative of and thankful for one another, the relationship breaks down, and the marriage falls apart, thus the same dynamic happens with employee-employer relationships. When they fail, it has a substantial negative impact on the employee's morale. The dynamic may even impact profits if the problem is system-wide, Thampan therefore emphasizes that now is the time for companies to recognize there are many types of non-financial incentives that can be used to retain top talent and affirm vital relationships with employees, so as to keep them more committed to their various job.

In Africa, like Angola effective non-monetary rewards can change a person's attitude in the workplace which itself brings a positive change in environment and also enhances employee performance. When employees have positive attitude towards their job, they feel committed with the organization and get engaged in the work and results will be effective output. And employee feels committed when they receive intrinsic rewards, which also increases job satisfaction and motivate employees. Satisfied employees are less likely to quit their jobs. So an effective organization needs to revise their compensation and benefit plans to retain their employees, so that they can stay in the company forever since they will be committed (Neelam,Uzma,Shoaib,2013).

In line with this, Anderson (n.d) asserts that Money and other material things cannot fully satisfy one's being. Everyone has their own psychological needs to fulfill and this is a good target for employee rewards. Aside from bonuses and other materialistic prize, employees will also be happy to receive any of the top non-monetary rewards. Rewards do not necessarily have to be

expensive to show sincere appreciation. Hardworking people are sometimes satisfied with just the thought that someone recognizes their efforts. In reality, there are several factors that influence how committed employees are to a company or organization. It is therefore very important for management to let their employees' know that their efforts are appreciated since this improves on their commitment levels.

It has been proven that the more autonomy and responsibility that a job has, the less repetitive and dull that job also is and the more likely the worker is to enjoy and feel satisfied by the work. Those individuals who feel stimulated, challenged and satisfied in their jobs are much more likely to be committed to a given work environment, company or organization. Additionally, things like promotional opportunities, pay raises and chances for cross-training and advancement all encourage commitment. Those jobs or companies where there are fewer opportunities for promotion, advancement, and education tend to have higher turnover and less satisfied employees and low commitment level.(Kori, 2013).

In Uganda, for example Kampala it is almost standard that a company worth its name will throw an end of year party for staff as a way of celebrating their success. Some companies add incentives by recognizing best performing staff with presents and certificates while others give bonuses either in form of shopping coupons or hampers. Recognition is an age old motivator. Human resource experts say more than a financial reward; recognition of an employee's contribution goes a long way in winning their commitment and loyalty not only to their job but the company. In the same article, it is stated that "Incentive programs also show employees that the company cares" and this improves greatly on their commitment levels. (Kiyaga,2012).

Guru Nanak oil mill is the only factory successfully manufacturing Shea butter in East Africa. GNOM has long experience in oil fats and allied industries and has got the expertise, experience and the knowledge of how to produce very high quality Pure Natural Shea Butter Uganda for the world market. For years, Guru Nanak Oil Mill has promoted and supported the Shea butter production in Uganda. Guru Nanak educates farmers and plays a major role in enhancing the local economy; they also educate and encourage the tribal folk to protect this rare species of trees. Therefore through the various services offered by Guru Nanak to these local people they have become committed to it and therefore they ensure that they provide all the raw materials that are needed for the production process hence facilitating production and growth of Guru Nanak oil mill, (Surjit Singh, 2012).

Guru Nanak Oil Mill is based in Lira, on plot 26, industrial area station road, Lira, Uganda, East Africa. A House of Natural Products has been working with the local community to protect Shea Butter and bring its medicinal qualities to the world. Unfortunately this (Shea butter Uganda) untapped natural resource has been neglected in past. Nobody, either from private sector or Government sector worked on it. GNOM- took initiative to develop Shea butter Uganda and did a lot of research work on it. GNOM invested about one million USD in this innovation project in Uganda. Then, Guru Nanak oil mills were promoted in 1997 by Surjit Singh and his family. They promoted Shea butter which is only found in the tropics of Africa, (Surjit Singh, 2012). Therefore the purpose of this study is to analyze the impact of non-monetary incentives on employee job commitment in Guru Nanak oil mill in Lira district.

1.2 Problem Statement

Over a longtime, levels of incentives has been a serious problem facing employees in various industrial plants and in turn affects their level of commitment towards their different jobs. (Heckerman and Kosfeld, 2008). In an attempt to achieve employees' job commitment, Guru Nanak oil mill has put some rewarding methods in place such as giving promotions, training of the workers, and recognition of workers' as efforts to improve commitment (Sujit Singh 2012). Despite all this, their efforts to improve on job commitment, it is said that Guru Nanak oil mill has not achieved employees' job commitment. This can be evident through the continuous employee high turnover levels, late coming, and working for fewer hours than the planned working hours of the company. The reason behind this may be because managers have not paid attention to finding out which kind of non- monetary incentives such as Scheduled holiday which might excite their employees thus making them more committed to their jobs.

If this condition continues there is likely to be high employee turnover, low production levels, production of poor quality goods thus leading to the collapse of the company and decline in the country's economy. Therefore the study was set to analyze the impact of non-monetary incentives on employees' job commitment in Guru Nanak oil mill in Lira district.

1.3 Purpose of the Study

To analyse the Impact of non-monetary incentives on employees' job commitment in Guru Nanak oil mill in lira district.

1.4 Objectives of the Study

- i. To establish the relationship between training and employees' job commitment in Guru Nanak oil mill.
- ii. To find out the extent to which employees' recognition affects their job commitment in Guru Nanak oil mill.
- iii. To investigate the effects of promotion on employees' job commitment in Guru Nanak oil mill.

1.5 Research Questions

- i. What is the relationship between training and employees' job commitment in Guru Nanak oil mill?
- ii. To what extent does employees' recognition affect their job commitment in Guru Nanak oil mill?
- iii. How does promotion affect employees' job commitment in Guru Nanak oil mill?

1.6 Research hypotheses

- i. There is a significant positive relationship between training and employees' job commitment in Guru Nanak oil mill.
- ii. Employees' recognition positively affects their job commitment in Guru Nanak oil mill.
- iii. Promotion positively affects employees' job commitment in Guru Nanak oil mill.

1.7 Scope of the study

The study looked into three aspects namely: the geographical, time and content scopes.

1.7.1 Geographical Scope

The study analysed the impact of non-monetary incentives on employees' job commitment at Guru Nanak oil mill. Guru Nanak is one of the factories manufacturing Shea butter in East Africa. It is located on plot 26, industrial area station road, Lira, Uganda, East Africa.

1.7.2 Time Scope

The time scope for the study was the current records from 2009 to 2013. This period is assumed to have witnessed an increase in the production trends of products within the production plant that is Guru Nanak oil mill. Therefore the researcher established the link between these two variables of non-monetary incentives and the employees' Job commitment.

1.7.3 Content Scope

The content of this research study focused on the impact of the non-monetary incentives on employees' job commitment in Guru Nanak Oil Mill. The researcher looked into a number of variables such as; training, recognition, promotion.

1.8 Significance of the Study

At the end of this study it is hoped that a more in-depth understanding of the complex nature of non-monetary incentives phenomenon plus the magnitude of its inherent cost on employees' job commitment shall be established.

The information presented shall be useful to other academicians like students studying about non-monetary incentives and employees' job commitment.

The out-come of the study shall provide reliable information to guide the managers of Guru Nanak oil mill to pay more attention to the kind of non-monetary incentives given to their employees since not all employees feel happy by being given the same incentive type.

This study intends to help other future researchers and the management of Guru Nanak oil mill who will read it to understand the relationship between non-monetary and employees' job commitment and to actually prove that these two go hand in hand.

1.9 Justification of the study

This study was carried out so as to analyze the impact of non-monetary incentives on employees' job commitment in Guru Nanak oil mill because a lot has been done in order to make employees more committed to their jobs but despite all these, the employees have remained uncommitted to their different jobs.

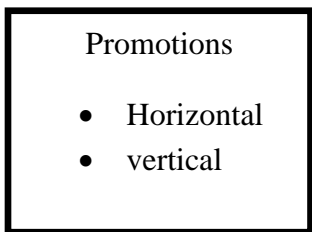
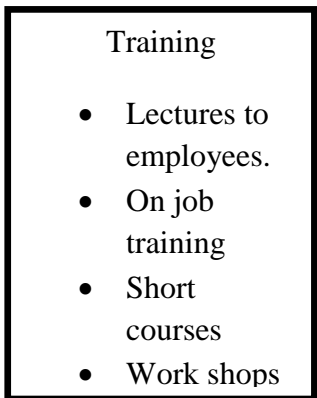
This study was also carried out because it was seen by the researcher that non-monetary incentives actually impact on employees' job commitment in industrial plants and therefore the managers at Guru Nanak oil mill should emphasis on rewarding their employees through non-monetary incentives. Therefore the study was carried out so as to encourage managers to draw closer to their employees so as to discover which type of non-monetary incentives really excite each of them and then be in position to give them that which can make them give their whole to the industry thus employees' commitment.

1.10 Conceptual Framework

The conceptual framework below guided the researcher in achieving the objectives of the study. It shows the connection between variables; non-monetary incentives (independent variable) and employees' job commitment (dependent variable) and the other being the intervening variable. The variables are inter-related based on the concepts drawn where the researcher operated during the course of the study.

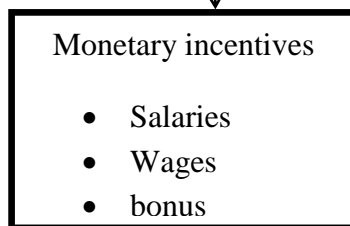
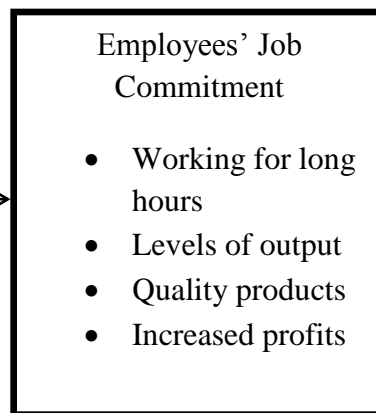
Independent variable

Non-Monetary incentives



Dependent variable

Employees' job commitment



Source: Researcher

Title: A conceptual frame work showing the dependent, independent and the intervening variables.

Explanation

The conceptual frame work above depicts the relationship between training and employees' job commitment, the extent to which employees' recognition affects their job commitment and the effects on employees' job commitment. The conceptual frame work explains the relationship between the three variables that is to say the dependent, Independent variable and the intervening variable, however, the researcher tried to control the effects of the intervening variables as much as possible during the study.

The different forms of non-monetary incentives as presented in the conceptual frame work, for example training in form of on job training, short courses and mentoring, recognition done in form of thank you messages, gifts, and praise and promotions in terms of vertical and horizontal all affect the dependent variable that is employees' job commitment. However, they are not the only factors which affect the dependent variable but also the intervening variable (monetary incentives) does affect dependent variable.

1.10 Definition of key terms

Promotion: This refers to an increase in rank that may also be accompanied by a raise in pay, benefits, and responsibility, (wisegeek, 2013).

Training: This refers to an organized activity aimed at imparting information and/or instructions to improve the recipient's performance or to help him or her attain required level of knowledge. (<http://www.businessdictionary.com/definition/training.html>).

Recognition: It refers to the state of being acknowledged.

(<http://www.audioenglish.org/dictionary/recognition.htm>).

Incentive: Heath field (2013) defines an incentive as an object, item of value, or desired action or event that spurs an employee to do more of whatever was encouraged by the employer.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter examined other writers' views on non-monetary incentives in industrial plants and it examined the literature on dependent variable which is the employees' job commitment. The researcher identified gaps from the literature reviewed and only those pertaining to the study were noted and to do this, the researcher followed the objectives already stated so as to develop themes that would guide the researcher during the process of gathering information from the work of other authors. The literature covered the definitions and concepts of non-monetary incentives and it focused on the impact of non-monetary incentives on employees' job commitment. This chapter presents introduction, theoretical review, actual review done objective by objective and conclusion of the literature review.

2.1 Theoretical review

2.1.1 Motivator Hygiene Theory

Frederick Herzberg created the motivator-hygiene theory in 1959 to study job attitudes. Herzberg (1959) concluded that fourteen factors can be associated with how an employee feels about their job. These factors include: recognition, achievement, possibility of growth, advancement, salary, interpersonal relations, supervision-technical, responsibility, company policy and administration, working conditions, the work itself, factors in personal life, status, and job security. The factors that Herzberg's (1959) researched are widely prevalent in the job satisfaction literature. Herzberg (1959) used these factors to relate full-time employees and their attitudes towards their job. He

stated that if an employee feels unhappy with one or more of them, their attitude towards their job would be negative. This means that there will be no commitment to their jobs.

Another factor in the motivator-hygiene theory that Herzberg (1959) discussed is turnover resulting from job un-commitment. The motivator-hygiene theory states that employees who have strong feelings of job achievement, job recognition, job responsibility, room for advancement, and increases in salary were less likely to leave the job. Even though the motivator-hygiene theory was proposed decades ago, managers need to take these factors into consideration. Managers also need to intervene with employees who have already taken the steps towards quitting. The researchers show that work motivation and employees' job commitment is based on the self-fulfilment of employees' needs. Therefore this theory encourages managers to try as much as they can to find out employees needs and in this case non-monetary incentive needs to be fulfilled so as to make them more committed to their jobs.

2.2 Relationship between training and employees' job commitment

Cascio (2010) defines training as planned programs designed to improve performance at the individual, group, and organizational levels. According to Guest, 1997; Guest, Michie, Conway & Sheehan, (2003) training refers to the ability of an organization to develop skills and knowledge to do present and future job. In addition to this, Mullins (2010) training is a content-based activity, normally away from the workplace with an instructor leading and aiming to change individual behavior or attitude. However, Barret & O'Connell, (2001) view training as an important employee motivator. On the other hand, Commitment according to Jaw and Liu (2004) is not only a human relation concept but also involves generating human energy and activating human mind, they further argue that without commitment, the implementation of new ideas and Initiatives will be compromised.

In addition to the above, Riketta (2008) says employee commitment is typically described as a high level of employee involvement, engagement to the organization. Committed employees value, enjoy and have pride in their work. They are more willing to help each other and the organization succeed, take additional responsibility, invest more effort in their jobs, share information with other employees, and remain with the organization than employees who are less committed. Gary Becker (1993) sought to better understand the relationship between the costs and returns to training by identifying two mutually exclusive forms of training that is to say general training and specific training, all of which impact on employees' level of commitment on their different jobs.

Ibid (1993) defines general training as the training that provides the worker with skill development not only applicable at the present employer but also at other firms throughout the labor market. For example apprenticeship trainings, general computer training, and learning surgical techniques that could be used in other hospitals. Educational reimbursement is also an example of general training, as the skills acquired can be of use to many different employers (Kaufman and Hotchkiss, 2006). In contrast, specific on-the-job training is training that increases the workers' productivity and output only at the company that provides it. The training is "specific" to that particular company only. Examples of specific training may include learning to drive a tank or operating machinery that is company specific. Becker (1993), therefore asserts that investment of time and effort expended during the training process is one such factor that may enhance an employee's commitment to the organization.

Acemoglu and Pischke, (1999) argue that general and specific skills are complementary to one another and that they indicate that organizations indirectly invest in general skills while providing skills that are presumed to be "firm-specific". Kueger and Rouse (1998) found that

general training and specific skills are many times embedded in one another and that employees that attended training, regardless of its specificity, became more invested employees. Employees were shown to seek more job upgrades, receive more performance awards, and have better job attendance than those that did not attend training this therefore had an impact on the commitment level.

In contrast to Becker's (1993) belief that companies have little reason to invest in general training, from a commitment perspective one is able to ascertain several benefits to doing so. As stated throughout this section, the time, energy, and effort, that employees display in any type of training can result in a more invested and committed employee. Training, whether it is general or specific, can be viewed by the employee as a current investment that may offer a greater "pay off" at a later date. This increased investment on the part of the employee ties them closer to the organization (Scholl, 1981). Should the investment achieved from training become linked to part of a more global human resource strategy within the organization, then commitment will grow even more (Bartlett, 2001).

Owoyemi, et.al (2011) asserted that the statistical analyses have shown that the more training given to employees, the stronger employees' commitment to the organization and thus when an organization provides training to employees, the chances of better performance are enhanced. Bartlett (2001), argues that organizations that are able to create an environment where training is supported and valued by employees will be able to achieve greater commitment outcomes such as low employees' turnover. Management should be aware that employee commitment is dependent on factors other than monetary rewards, such as developmental interventions. This support for training would increase employee commitment and positively impact the application of information and systems that comprise the intervention content. This is especially important to

speed developmental change processes in times of transition and rapid growth. Yet this study shows that superiors are not always supportive of training efforts, (Barcus, 2008). Estimating the benefits of training particularly in the context of potential contributions to improved employee commitment is clearly difficult to gauge. This is not surprising, given the variety of the forms of training undertaken within the industry and because other variables impact upon training activity. For example the quality of the training provided, the existed skills and capabilities of the trainee, and duration of the training programs all has an impact, (Lincoln, 2003).

A structured approach to training, rather than just allowing staff to learn by experience, helps new employees to become effective, more quality. Training employees, either before work or as part of an induction program has two over all effects. New, trained employees quickly reach their optimum output level and they have a higher optimum level output than staff who are not formally trained, (ibid, 2003). Lloyd and Rue (2000) clearly bring it forward that the new employees' manager has primary responsibility for job training. Sometimes this training is delegated to a senior employee in the department regardless; the quality of this initial training can have a significant influence on employees' commitment and attitude towards the job.

Ibid (2000) argue that economic, social, technological changes significantly influence the objectives and strategies of all organization changes in this area can make the skills learnt today obsolete in the future. Also, planned organizational changes and expansions can make it necessary for employees to update their skills or acquire new ones. In addition to the above, they emphasis that training must be directed towards accomplishment of some organizational objectives such as more efficient production methods, improved quality of products or services

or reduced operating costs. This means an organization should commit its resources only to training activities that can best help in achieving its objectives, all this is referred to as needs assessment and it is further defined as a systematic analysis of the specific training activities the organization requires to achieve its objectives. Therefore, by ensuring that the above is done commitment of employees to their different jobs will be achieved.

After the training needs have been determined, objectives must be established for meeting those needs. Unfortunately many organizational training programs have no objectives. Training for training's sake" appears to be the maxim. This philosophy makes it virtually impossible to evaluate the strengths and weakness of training program (ibid, 2000).In relation to the above, Cole(2002) asserts that organizations adopting a systematic approach to training will usually set about defining their needs for training in accordance with well- organized procedures. Such procedures will entail looking at the training needs from a number of different perspectives like the organization, that is to say its corporate requirements, the department or function, the job or occupational group, and lastly the individual employee. It is therefore important to know the need for training in order for it to yield employees' commitment.

Ibid, (2002), however argues that training may be done with a number of aims and goals that is to say some of the aims and objectives for sales training in a drug shop may include; improving sales' staff product knowledge, improving understanding of company policy in respect of ethical products, to inform sales' staff of recent changes in the home markets, to increase confidence in dealing with medical/specialist clients. Therefore such training is likely to increase employees' commitment since it was carried out with a purpose and the employees therefore work towards achieving the established goals and aims.

Chow, Haddad, & Singh, (2007) argue that management is usually reluctant to invest in proper training for their employees and in programs to train the trainer. Because of management's lack of willingness to invest in these types of programs, a cycle is being created in this industry where poor training of employees and the consequential lack of motivation and poor commitment of employees is never-ending. Choi and Dickson (2010) have shown that employees who feel they were well trained stayed with the company longer (for managerial and supervisory roles). It is also proven that companies that provide position expansion, (promotions within the company) which are built within company policy help with overall employee commitment.

Furunes (2005) found the above assertion to be true as well and stated that training employees early on will most likely decrease employee turnover rates. Because recruiting employees from competitors increases a business's skill level, HR chooses not to train employees to keep them from leaving for the same position at a different company. This will directly affect the costs associated with training and retention; however, what Furunes (2005) did not discuss was that employees, who felt they were properly trained, were more likely to stay with the company. Chew and Chan (2008) support Choi and Dickson's (2010) idea that the ability to provide effective training does relate to the organizational commitment of the employee. They do point out that certain research has shown that effective training cannot be reached due to constraints such as time, money, personnel, and senior management attitudes. However, management should not rely in this saying but should try hard to achieve effective training and in doing this, the commitment levels of their employees will increase since they will also be in position to appreciate management efforts of trying to make them happy.

Meggison, Emeritus & Byrd (2006) present their argument by saying that there are very many types of training and these include; on- the-job training, they further argue that this is the most universal form of employees' development which occurs when workers perform their regular job under supervision and guideline of the owner, a manager or trained worker or instructor and the other types include; apprenticeship training which blends on- the -job training with learning of theory in the classroom, internship training which combines the on- the -job training with learning at a cooperating school or college, cross training which involves workers learning many job skills so they are more versatile and lastly e- training which involves computer interaction with either specific software packages or specific online sites for employee training. Ibid (2006) therefore assert that it's one thing to choose a type of training to undertake and it is another thing for the type of training chosen to yield the expected employees' commitment and therefore argue managers to choose the level of training that they think that their employees will like and that will increase their level of commitment to their different jobs.

Hatten (2009) training involves increasing employee's knowledge and skills to meet specific job or company objectives. It is usually task and short term oriented. A trained workforce can give your business competitive advantage that once gained is not easily duplicated by competitors.

The advantage can be maintained and enhanced through an on-going training and development program; such a program can prevent boredom and consequently increases retention rates for qualified personnel. Not only are turnover costs reduced but, over a period of time, the overall level of employee morale is raised thus high employees' job commitment (ibid, 2009).

Induction training aims to familiarize a new comer with the organization. It usually covers details which are taken for granted by existing employees. It may include arrangements for receiving wages, conditions of employment, grievance, procedures, and refreshment facilities and car-parking arrangements. It aims to remove irritants to new employees and reduce the probability that they will leave within the first few weeks. Induction training will usually include information about the company, its history, its structure and products. This information is an important element of fostering company loyalty and ensuring that a new employee becomes an effective one. Finally, induction training usually tries to communicate the culture and ethos of an organization,(Smith, 2007).This is therefore important because it makes the new employee familiar with the new organization and this might make them committed to their different jobs since it is not done in all the organizations.

In conclusion therefore, literature review suggests that there is a significant relationship between training and employees' job commitment because most studies carried out by different authors shows this. For instance Owen (2006) reported that there is a significant relationship between training and employees' job commitment. He found out that employees in the training program increase their level of commitment. The findings from the study indicate that 84.4% (38) of the respondents agreed that training has a relationship employees' job commitment.

2.1.2 The extent to which employees' recognition affects their job commitment

Employee recognition can be given in many ways—through saying thank you, giving praise, providing opportunity, or showing respect. Many studies on the work place have shown that being recognized for achievements, knowing that one's contributions matter to the organization, and the opportunity for growth and professional development have a considerable impact on employee satisfaction and commitment.(University of Washington, 2007).

The world economists face a challenge to find new ways to not only value and reward average performers but how to motivate all the employees to improve their commitment while maintaining or increasing the company's outputs, recognition challenges them. The acknowledgement of an individual or a team's efforts and accomplishment is referred here as Recognition. Recognition makes employees' feel valued and special and gives them personal satisfaction on the job and motivates them to work effectively for the achievement both of the organizational and personal goals and this result into high employee commitment. Recognition builds morale and loyalty, increases productivity, and motivates employees to remain on to the job, (ibid, 2007).

David, et.al, (2005:2) argued that, Recognition as non-monetary incentives [Awards] keeps employees committed and they are the means of enforcing company expectations and goals. In times of low budgets, rising health premiums, high turnover of employees trends, recognition helps to reduce these constraints. According to David (*ibid*), 90% of the companies in the [global business] give some sort of Recognition programs to their employees from simple 'thank note' to huge programs like vacation package, vehicle award. Therefore, Non-monetary incentives like recognition can be cost-effective since it is associated with employees' job satisfaction, stress management, reduce absenteeism, employees turnover, increase productivity, competitiveness,

and enhance company revenue and profits. Therefore, Recognition is inseparable aspect when considering its link to employees' commitment. It has an influence both on the employees and the company towards its employees.

Kinicki & Kreitner (2006), recognition is a process of giving an employee a certain status within an organization. This is a very crucial factor towards an employee job commitment. Recognition describes how the work of an employee is evaluated and how much the appreciation he receives in return from the organization (Rizwan & Osman, 2010). Similarly, the recognition which is a central point towards employee motivation adores an employee through appreciation and assigns a status at individual level in addition to being an employee of the organization (Robbins 2001). Barton (2002) stated that the factor in Fortune best companies which discriminates companies from the others is recognition that is the most important factor of their reward system.

Wilson (1994) is of a view that the conditional recognition is that type of recognition which one has to earn by his own efforts and which is gained by some sense of achievement of an action or result thus employees are definitely closer to their organization as their job can become the major satisfaction in their life after having a proper reward and recognition at their job. Non-cash awards and incentives ranging from a note to the employee that says, "Good job" to a gift certificate for a nice dinner—can be a cost-effective and valuable tool that can help raise employee morale, lower stress, absenteeism and turnover, and increase productivity, competitiveness, revenue and profits, (Daniel & Metcalf, 2005). All the above if done can yield to employees' job commitment.

Ibid (2005) argue that if you look at companies that people love to work for, you will find that these are the companies that recognize their people and not only tell them that they are doing a great job, but show their appreciation through tangible signals such as incentives, recognition and rewards. Nelson, (2003) conducted an internet survey and found out the kinds of recognition and rewards that employees want most. This survey gave people choices of 52 items. The number one factor they valued was “managerial support and involvement “– asking employees their opinions, involving them in decisions, giving them authority to do their jobs, supporting them when they make mistakes. Employees also want basic praise. In the 10 top factors, there were four types of praise, written praise, personal praise, public praise, and electronic praise, those were the hottest ones for people and none of them cost a dime. Therefore, it is important that the organization tries recognizing employees’ efforts through one or more of the following methods because they do lead to employees’ job commitment.

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Ibid (2003) asserted that timing is important in the delivery of recognition, this is because the sooner you acknowledge employees’ performance, the clearer they get the message, and the more likely they are to be more committed. The researcher agrees with Nelson because repeating the same desired performance shows the employee’s commitment level in the work that he is doing. However, he argues that manager initiated recognition is so important because recognition is about feeling special, and more times than not, it is hard to feel special from a corporate program where everyone gets the same thing. It is therefore this positive feeling that tends to make the employees more committed to their jobs.

University of Washington, (2007) agreed with Nelson, (2003) because both of them emphasize that the aspect of timing is important in the process of carrying out recognition. It should be done on a regular basis so that employees can repeat the desired performance thus becoming more committed to the organization. Harrison, (2005) ascertains that there are two aspects to employee recognition. The first aspect is to actually see, identify or realize an opportunity to praise someone. If you are not in a receptive frame of mind you can easily pass over many such opportunities. This happens all too frequently. The other aspect of employee recognition is, of course, the physical act of doing something to acknowledge and praise people for their good work. Management should therefore be alert so as to notice all these moments because a recognition done after the moment has passed will not make the employees as excited as they would have been if it had been done earlier and therefore all these have an impact on the employees' job commitment levels.

Employee recognition has a huge communication component! Recognizing people for their good work sends an extremely powerful message to the recipient, their work team and other employees through the grapevine and formal communication channels. Employee recognition is therefore a potent communication technique. All these when done leave the employees excited and hence more committed to their jobs,(ibid, 2005).According to Kim (2013) to be really effective in your job, you need to understand the psychology of praising others for their good work, to apply the principles of employee recognition yourself and to encourage others to initiate it in their working relationships. Praise and recognition are essential to an outstanding workplace. People want to be respected and valued for their contribution. Everyone feels the need to be recognized as an individual or member of a group and to feel a sense of achievement

for work well done or even for a valiant effort. Everyone wants a ‘pat on the back’ to make them feel good. This feeling therefore leads to employees’ job commitment.

There are two aspects to employee recognition. The first aspect is to actually see, identify or realize an opportunity to praise someone. If you are not in a receptive frame of mind you can easily pass over many such opportunities. This happens all too frequently. The other aspect of employee recognition is, of course, the physical act of doing something to acknowledge and praise people for their good work. Employee recognition isn’t rocket science – it is an *obvious* thing to do. Despite the unquestioned benefits arising from employee recognition, one of the mysteries of the workplace is that recognition invariably is done badly, if done at all. Managers need reinforcing and coaching. Employee recognition remains an undervalued management technique; all this positively affects employees’ job commitment. (ibid,2013).

Traditionally, employee recognition has not been a core public relations activity, but you can be a catalyst in your organization. If you are a public relations manager, you can initiate it in your area. You could start doing it discreetly, not even telling others about the change, but doing it and observing the results. You can spontaneously praise people – this is highly effective. To many employees, receiving sincere thanks is more important than receiving something tangible. Employees enjoy recognition through personal, written, electronic and public praise from those they respect at work, given in a timely, specific and sincere way. This day-to-day recognition is the most important type of recognition. Day-to-day recognition brings the benefit of immediate and powerful reinforcement of desired behavior and sets an example to other employees of desired behavior that aligns with organizational objectives,(Kim,2013).

It gives individuals and teams at all levels the opportunity to recognize good work by other employees and teams, and it also gives the opportunity for them to be recognized on the spot for their own good work. Even if you aren't a manager, you can be alert for opportunities to recognize others and take the initiative to do something. You can nudge your manager to do more of it and to encourage it in other departments. He continues presenting his arguments by saying that individual performance if recognized increases productivity and satisfaction and this ends up in to increased value in your organization thus enforcing employee job commitment, (ibid ,2013).

Ashley (2013) asserts that there are plenty of reasons for companies to implement employee recognition programs and almost no good reasons not to. It is impossible to overstate the importance of employee engagement and that is what employee recognition is all about. The moment you choose to recognize an employee's hard work is the moment he or she gets a lasting message from you. A message about what you and your company truly value and the only better way to reinforce that message is to institute an employee recognition program. Ibid (2013) therefore argue that there are two points one will need to consider as they plan employee recognition program that is what kind of employee recognition award one will be giving out and what kind of behaviors and achievement one would love to recognize, in order to achieve employees' job commitment within the organization.

Robbie,(2009) asserts that a good employee is certainly a happy employee. If your office has become a place of drudgery and deadlines, rather than a place of high morale and high effectiveness, then it might be time to spruce up the work place with an employee recognition program. A proper employee recognition program should be one that awards excellent work,

rather than punishes those who may feel challenged in their current positions. An employee recognition program can give your employees something to work towards, in addition to providing an opportunity to throw a fun awards ceremony,(ibid,2009).All these positive acts make the employees' feel loved and are in position to work whole hearted and this can only be as a result of commitment to their jobs and the organization.

Recognition programs demonstrate respect for your employees. A meaningful, thoughtful employee recognition program is about valuing employees' efforts and having respect for who they are and what they do. Teach your leaders that just because they give employees awards or prizes, it doesn't mean they have been recognized! All too often, senior management equates the “reward” with “recognition” when in fact; they are very different things, (Hart, 2011). Recognition starts with a person's name. Meaningful words can be much more powerful than the proverbial gold watch. Real recognition doesn't need to cost a lot; it just needs to be specific, sincere and timely. You may have a hard time justifying your “rewards” budget, but you absolutely need to justify the concept of “recognition.” Challenge your senior leaders to practice recognition every single day. If they engage in this practice, it will become your company's silver lining (ibid, 2011) and employees' job commitment will be attained.

In conclusion therefore, it can be said that every employee needs to be recognized in a certain way so as to feel special and loved in an organization. This helps in making them more committed to their different jobs and this commitment helps the organization to achieve a number of things for example quality production, increased profits and even growth. According to the findings, 77.8% (35) of respondents agreed that employees are always thanked for any good work that they do.71.1% (31) of the respondents agreed that thank you messages are sent to

employees in Case they performed well in the absence of their supervisors, all these forms of recognition impacts on employees' job commitment.

2.1.3 Effects of promotion on employees' job commitment

Organizations adopt different bases of promotion depending upon their nature, size, and management. Generally they may combine two or more bases of promotion. The well-established bases of promotion are seniority and merit. The other basis of the promotion which is well practiced in all types of organizations under different shades is favouritism. Organizations should have the idea of effectiveness of each basis in promoting the right man to the job, (Cite management article repository of cite.com, 2008). This because if promotion is not done following the right bases then it will make those that have not attained promotion to lose trust in the organisation hence reduced employees' job commitment levels.

Promotion done on the basis of merit considers a number of facts for example, skill, knowledge, ability efficiency and aptitude as measured from educational, training and past employment record, meanwhile, promotion done on the basis of seniority refers to relative length of service in the same job and in the same organization. The logic behind considering the seniority as basis of promotion is that there is a positive correlation between the length of service in the same job and the amount of knowledge and the level of skill acquired by an employee in an organization. This system is also based on the custom that the first employee to join the organisation should be given first chance in all benefits and privileges, (2008). Promotion that is done on such basis is fair and it is likely to lead to employee job commitment since everybody in the organisation understands what it takes in order for one to get a promotion.

Robbins (2001) asserts that promotions create the opportunity for personal growth, increased levels of responsibility and an increase on social standing, and adds that it is in fact an extent that an organization provides to its employees for organizational growth and job satisfaction.

Ibid (2001) further explains that promotion is a part of performance evaluation process where an employee is provided an opportunity for growth and development according to his or her abilities, skills and work, whereas Health field (2013) defines promotion as the advancement of an employee from one job position to another job position that has a higher salary range, a higher level job title, and, often, more and higher level job responsibilities. Promotion therefore brings with it great benefits to the employees' and these benefits are the ones that determine the level of employees' job commitment.

In line with the above, Health field is of a view that a promotion moves an employee's job up one level on an organizational chart and further argues that a promotion is viewed as desirable by employees because of the impact a promotion has on pay, authority, responsibility, and the ability to influence broader organizational decision making. A promotion raises the status of the employee who receives a promotion which is a visible sign of esteem from the employer. The researcher is therefore of a view that with all these privileges which come along with promotion employees are so happy about their promotion to the different levels and thus end up renewing their love for the organization and when this is done it is most likely that their level of commitment to the organization will increase.

Employees have to follow some tips so as to get promoted and these include, doing a good job that is your present job, being a team player by volunteering to help with new projects in the office, not missing work that is being on time for work and don't take more time off than you are allocated, continue your education that is to say If your company offers opportunities for

professional development classes take advantage of as many as you can, (Doyle, 2013). Regardless of how a job promotion is defined, an employee's likelihood of being promoted can be affected by many factors. Clearly job commitment is one factor that enters into an employer's decision to promote an employee. Job performance may be measured by an employee into a number of ways but these generally fall into either a job rating or job ranking evaluation system, (Saiyadain, 2009).

Some companies use both job rating and job ranking evaluation system. Given the negative effects of promotion, there is need is to clarify the criteria of promotion very clearly. Promotion cannot only help in finding the best employee but also avoids the negative effects of promotion on both the promoted employees and those who were considered but not promoted. Promotion positively affects employees' job commitment in such a way that when employees are promoted to higher posts they feel more recognized and loved by the organization and this feeling makes them more committed to the organization and therefore tend to work harder since they know that hard work will let them to more higher jobs and they will be able to enjoy all the benefits that come along with promotion,(Ibid 2009). All this tends to make employees work harder and this therefore results into commitment.

Moncarz et al., (2008) also found that providing incentives and initiatives to employees helped boost overall employee morale (commitment), he described initiatives as: hires and promotions, customer centeredness, employee recognition and rewards, employee performance and assessment, and organizational goals and missions. The authors found that these employee initiatives like promotions boosted self-confidence in their jobs and created a connection between the employees and the company. By offering promotions to the employees, they feel:

they have something to work for, they have guidelines to follow to do their work well and this has a very high positive effect on their level of commitment towards their jobs and to the organization as a whole.

Rue and Byars (2005), assert that employee promotion can be done on two bases that is to say on internal and external basis. They further argue that promotion from within is very popular with growing and dynamic organizations, however, if the internal sources prove inadequate, external sources are always available. Though usually more costly and time consuming to pursue, external sources such as employment agencies, consulting firms, employee referrals, and employment advertisements can be valuable resources for an organization. Internal promotion method is better because employees feel a change in their lives in terms of responsibility and power which therefore makes them more committed than they were in their previous jobs.

In conclusion, promotion positively affects employees' job commitment in such a way that when employees are promoted to higher posts they feel valued and loved by the organization and this feeling makes them more committed to the organization. From the findings, Majority of the respondents that is 68.9% (31) agreed with the statement that the main purpose of horizontal promotion is to increase employees' level of commitment to their jobs. This implies that for employees to be committed to their jobs then they should be promoted.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter presents the methodology of the study, that is to say it states how the researcher obtained data relevant for the study using various methods. It exclusively reveals the research design which the researcher used and the reason for the researcher's choice, area of the study, target population, sampling procedures, data collection method, quality control methods, data analysis techniques, ethical considerations, and study limitations.

3.1 Research Design

Wiersma (2000) defines a research design as a plan for conducting research, and further explains that it suggests a set of things to be done so that a planned research can be conducted. On the other hand, Kumar (2005) refers to a research design as a plan, structure or strategy of investigation, or arrangement of conditions for collection and analysis of data.

The research design was a single case study; this was chosen because it is a very useful method of investigation into the causal relationship of social phenomena. The study adopted qualitative and quantitative approaches. The purpose of taking the case-study approach was to have an in-depth analysis on the information in a manner that aimed at combining the relevancy to the study purpose and objectives. The study therefore analysed the impact of non-monetary incentives on employees' job commitment in Guru Nanak Oil Mill.

3.2 Area of the study

The study was carried out at Guru Nanak oil mill. It is located in Lira district on plot 26 industrial area, station road. Guru Nanak oil mill deals in the manufacturing of a variety of products using mainly Shea butter as a raw material and sometimes sun flower.

3.3 Study Population

Population is referred to by Burns (1997) as the number of potential units for observation; or an entire group of people, objects, or events, having at least one characteristic in common. The target population under study included 50 respondents. The study population therefore constituted mainly the management staff, skilled employees and casual employees of Guru Nanak Oil Mill. This population was chosen because it was assumed to have adequate knowledge of the subject under investigation.

3.4 Sampling procedures

3.4.1 Sample Size

Burns (1997) considers a sample as any part of a population; however, Dooley restricts it to the portion of the population selected for a study.

Following the large number of employees at Guru Nanak oil mill more attention was made to include samples and sample size representative enough for the study. The sample size for the study was forty five (45) respondents drawn from the population under study which is representative enough to collect the data. The total number of two (2) management staff from the main office, thirty (30) skilled employees working in the company, and thirteen (13) casual workers employed in various sections of the mill.

3.4.2 Sampling Techniques

The purposive and random sampling techniques were used to select the above categories of the respondents in order to get in-depth information about the problem under study. These methods of sampling also helped the researcher to get information by selecting the population which conformed to certain characteristics that the researcher was interested in.

Table 1: showing the target population, sample size and sampling techniques that will be adopted by the researcher

SN	Category	Population	Sample size	Sampling techniques
1	Management staff	5	2	Purposive sampling.
2	Skilled employees	31	30	Simple random sampling.
3	Causal workers	14	13	Simple random sampling.
Total		50	45	

Source: field data

3.5 Data Collection Methods and instruments

The researcher collected primary data through interviews and questionnaires whereas the sources of secondary data were text books, on line journals, internet and other documents that were relevant to the study. The researcher used an interview guide under the interview method whereas pens, papers when using the questionnaires.

3.5.1 Questionnaires

Odiya, (2009) refers to questionnaires as forms on which there are written questions or statements that call for written responses to be presented on the spaces provided on the form. Ibid (2009) Therefore states that these forms can be personally administered to the respondents or mailed to them. In line with this the researcher personally administered the questionnaires to the respondents at Guru Nanak oil mill In Lira District.

The questionnaire consisted of both the closed ended and open ended questions. The total numbers of the questionnaires given out for the respondents to fill were forty-five question forms. The researcher used the questionnaire as a tool during research because of the number of advantages that it has got. The questionnaires allowed the respondents to answer certain inquiries freely, and express their views without hesitance. They were also used because they are relatively cheap in terms of finance and time and they do not limit the respondents in answering questions. Kakooza,(2002) states that, questionnaires are quick in collecting information within a short space of time which is an advantage to the researcher.

3.5.2 Interviews

An interview refers to a person-to- person interaction between two or more people with a specific purpose (Kumar, 2005).The use of interviews involved asking several questions requiring verbal responses that ranged from general to specific information.

The interviews were administered to three categories of the respondents namely; the management staff, skilled and casual employees of Guru Nanak Oil Mill. The reason for using interviews aimed at collecting an in-depth data for the study from wider views of all the respondents that were involved in the study.

Odiya (2005) asserts that it is effective in preventing the researcher's personality on having effects to the results of the study and to obtain information that cannot be directly observed. In addition to this (Peil, 1995) stated that interviews are good because they can be used even with illiterate respondents and that they give opportunity for clarifying questions and exploring issues for additional information. A structured Interview guide was used in administering the interviews taking into consideration the possibility of probing questions. Meanwhile the purpose of the interview guide was to control the researcher in getting relevant data which is not biased and distorted. It allowed the respondents to express their opinion freely.

3.6 Quality control methods

3.6.1 Validity

According to Oso & Onen (2008), Validity refers to the extent to which the results are accurately interpreted to measure the information got whereas Bratton & Gold (1999) define validity as a statistical measure of the extent to which a selection or assessment technique actually measures what it sets out to measure. The Copies of the questionnaire and interview guide was given to research supervisors and two more experienced personnel to find out whether the instruments measured the variables and also check on the phrasing, understandability and wording of the statements. Content validity index (C.V.I) was used to assess whether the questionnaire is valid. The content validity index (C.V.I) is found by considering the number of relevant items divided by total number of items presented, (Amin, 2005).

3.6.2 Reliability of the Data

Reliability is a statistical measure of the extent to which a selection or assessment technique achieves consistency in what it is measuring over repeated use (Bratton & Gold 1999). In this study, quality control was carried out to pretest the questionnaires on five respondents to test the

reliability. According to Bryman, (2013) and bell Reliability is mainly concerned with the question of whether results of the study are repeatable.

3.7 Data Analysis Techniques and Representation

The data was analyzed using quantitative and qualitative data analysis techniques. Quantitative data was analyzed using statistical package for social science (SPSS) and qualitative data was analyzed through content and logical analysis. Analyzing the data using these techniques involved the creation and application of codes to the data collected. According to Miles (1994), the coding of data from the interviews transcripts, field notes, policy documents, photographs would be analyzed through “ open and relational coding methods” Here the researcher created categories and related those categories to each other according to the themes of the study and how they related to the data that was gathered. The representation of the data was in Graphics such as bar-graphs, tables within the parameters of the study.

3.8 Ethical Considerations

The anticipated ethical concern in this study was how to balance the privacy and the consent of the respondents regarding their views that were obtained. The researcher by all means respected the privacy of the respondents, and sought their consent before interacting with them to get the information needed for the study. It was important for the researcher to create an understanding with the community and their interest, and set standards in the relationship between her and the community (Booth, et.al, 2008).

3.9 Limitations of The study

The challenges the researcher experienced included the timing and fixing of interviews schedule with the employees during working hours, especially in the production unit.

Secondly, respondents' expectation on mega benefits like petty cash to offer information was another problem.

Limited trust availed to the researcher. In order for the researcher to get the views of the different respondents the researcher had to first assure them about the confidentiality of the information that they would give and yet this is really a hard task since most respondents thought that the researcher was lying to them.

However, overcoming these challenges was the responsibility of the researcher by obtaining the necessary introductory legal letter from the faculty of Business Administration and Management-Uganda Martyrs University, the board of directors of Guru Nanak Oil Mill before conducting the actual research work. The researcher tried to explain the importance, objectives of the research to the respondents in order for them to be part of the research. A research assistant helped to interpret some questions to the respondents for easier understanding.

CHAPTER FOUR

DATA PRESENTATION, INTERPRETATION AND DISCUSSION

4.0 Introduction

In this chapter the researcher presents and analyses the findings of the study in light of the previous chapter and the data collected. This chapter presents the study findings in line with the objectives of the study. The findings were focused on key aspects like characteristics of the respondents, the objectives of the study which included; the relationship between training and employees' job commitment, the effect of employees' recognition on their job commitment, and lastly the effects of promotion on employees' job commitment. The study findings were generated through the use of interviews, and the questionnaires. The presentations of these findings were facilitated by the use of tables, graphs, percentages.

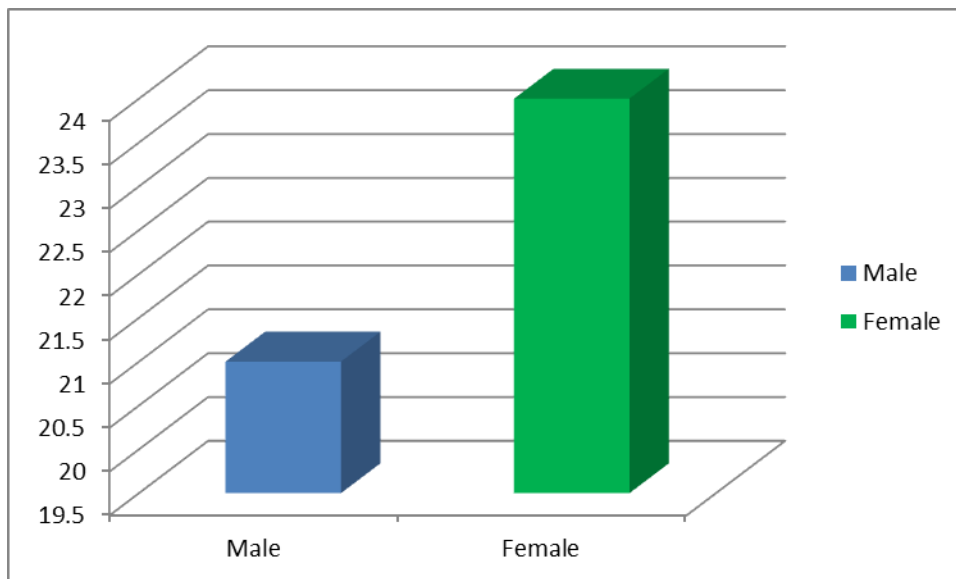
4.1 The biographic description of the respondents

The biographic characteristics of the respondents at Guru Nanak oil mill was composed of gender, age, status of employment, years served in the organisation and level of education. These were very vital concepts that could have had an impact on the problem under investigation, the impact of non-monetary incentives on employees' job commitment in industrial plants in Uganda, a case study of Guru Nanak oil mill.

4.1.1 Gender of the respondents

The research had to find out the composition of the respondents by gender in order to establish whether this has relationship with non -monetary incentives and employees' job commitment.

Figure 1 below shows the information of the respondents by gender, Out of the 45 respondents, 46.7% (21) of them were male and 53.3% (24) were female.



Source: Field data 2014

Figure 1: Showing distribution of the respondents by gender.

The figure 1 above shows that the population of the female respondents was greater than that of the male respondents by 6.6%. This could mean that probably this topic excited more women compared to the men. It could also be that they love being given non-monetary incentives more for whatever they do compared to the male. The findings therefore imply that non-monetary incentives are very important to both the female and male though the females might need those

most. Despite the variation in terms of numbers both the female and the male were represented during the research. In addition to this, the researcher managed to get respondents from both sides.

4.1.2 Age of the respondents

The research had to find out the age groups of the employees of Guru Nanak oil mill in order to establish whether this has a relationship with non-monetary incentives and employees' job commitment. The results are therefore indicated in table 2 below;

Table 2: Showing ages of the respondents

Age brackets of the respondents	Frequency
20-24	12
25-29	13
30-34	13
35-39	5
40-44	1
45-49	1

Source: Field data 2014

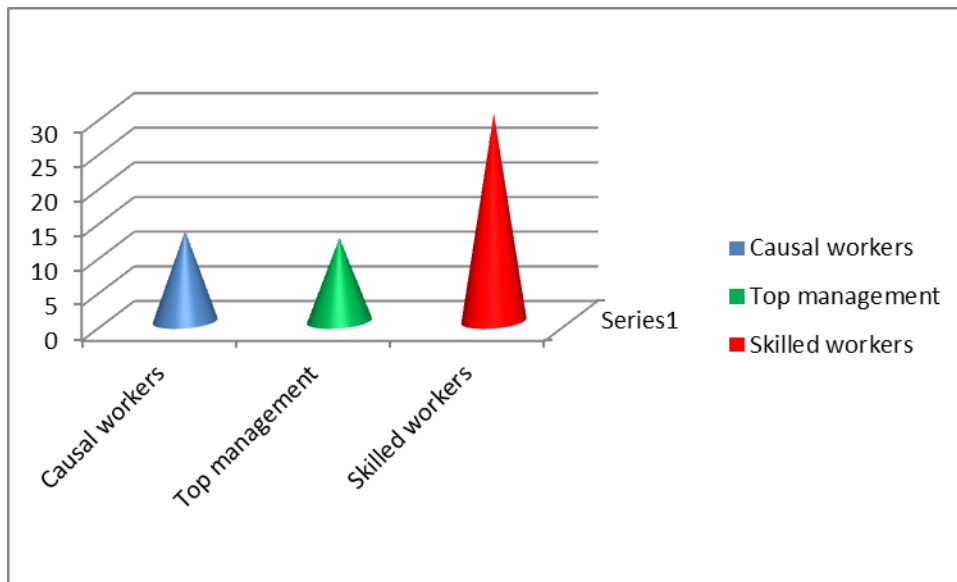
From the table 2 above showing ages of the respondents, it is evident that all the employees at Guru Nanak oil mill are twenty years and above. This means all the employees of the organisation are mature persons and this is very true since in Uganda anyone who is eighteen years and above is considered to be an adult and can make decisions of their own and can be liable for their acts.

Respondents of thirty years and above were 44.4% (20) and this means that the information that was given by the respondents were true and fair, this is because they were from mature individuals and not the children who could have given false information just to ensure that the

questionnaires get filled. The fact that all the respondents are adults it can be believed that they are knowledgeable as well. This proves that the information provided can be relied on. It is true to say that non-monetary incentives have a positive impact on employees' job commitment simply because the researcher got information from those with experience who argue that without these incentives then workers cannot get committed to their different jobs.

4.1.3 Status of employment

The research had to find out the different status of employment at Guru Nanak oil mill in order to establish whether this has a relationship with non-monetary incentives and employees' job commitment. The results are indicated in the figure 2 below;



Source: Field data 2014.

Figure 2: Showing the response of the respondents according to their status of employment.

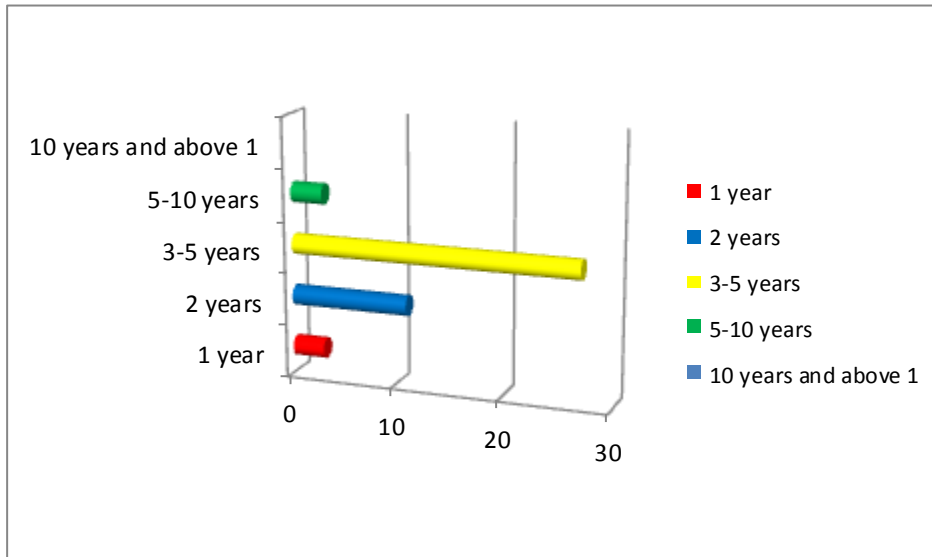
Figure 2 above indicates that the category of the respondents with the highest response was that of the skilled workers with a total of 30 respondents and a percentage of 66.7, followed by a total

of 13 casual workers with a percentage of 28.9 and lastly a total of 2 respondents from top management with a percentage of 4.4.

Although the category of skilled workers shows the highest percentage of response, this does not undermine the degree of response and participation of other categories with lower number of respondents involved in the study, the data gathered for the study represents the different views enough to confirm the accuracy and relevancy of the study. Therefore, the views of all the respondents in each category were taken into consideration without bias of any sort for example number of years served or even their education levels. The findings therefore mean that Guru Nanak oil mill offers non- monetary rewards to their workers because if it were not so then they would not be having all these employees.

4.1.4 Period of employment

The research had to find out the number of years the employees had spent at Guru Nanak oil mill in order to establish whether this has a relationship with non-monetary incentives and employees' job commitment. The results are included in figure 3 below;



Source: Field data 2014

Figure 3: Showing the number of years that respondents who took part in the study had spent at Guru Nanak oil mill.

From the figure 3 above, a total number of 3 respondents (6.7%), have spent a period of a year in the organisation, 11 respondents representing 24.4% have spent a period of 2 years, 27 respondents which stands for 60.0%, have spent between 3-5 years in the organisation, a total of 3 respondents (6.7%) have spent a period of 5 to 10 years and lastly 1(2.2%) respondent with a percentage of 2.2 has spent a period of more than ten years at Guru Nanak oil mill.

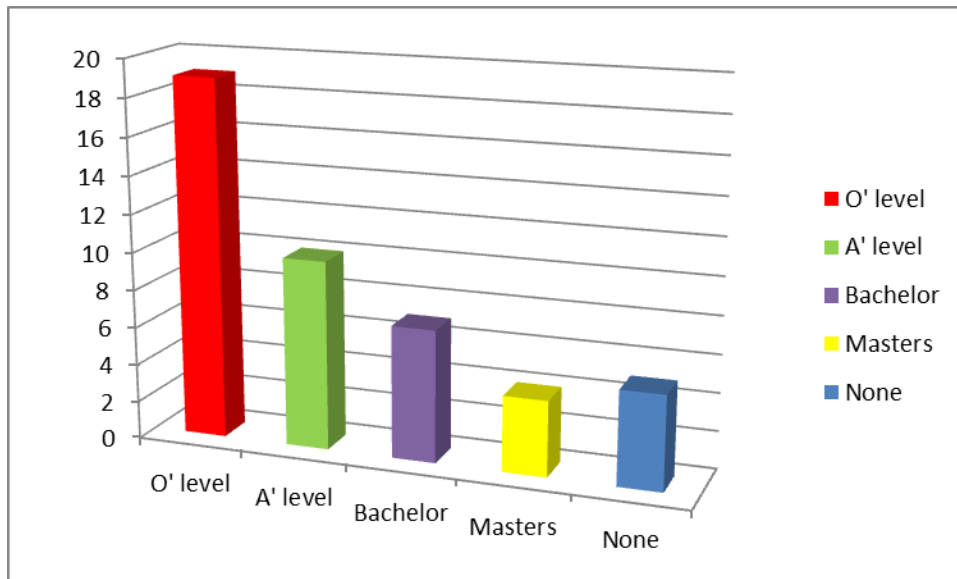
The information regarding the years spent at Guru Nanak oil mill shows that 68.9% of the respondents have spent over three years working for this oil mill and this means that they are

very committed to their different jobs and therefore do not want to leave these jobs for any other jobs, probably because they feel it is part of them.

Secondly, this information could also mean that the workers are treated well and this gives them a reason for staying in the organisation for even a longer period of time. Having spent such a long period of time in the organisation, these workers are also experienced since they have been doing the same piece of work over and again therefore have become experts. It therefore means that answers given by them are reliable since they have a vast experience in this organisation.

4.1.5 Level of education

The research had to find out the education levels of the employees at Guru Nanak oil mill in order to establish whether this has a relationship with non-monetary incentives and employees' job commitment. The results are indicated in figure 4 below;



Source: Field data 2014

Figure 4: Showing the respondents' level of education.

From the figure 4 above, 42.2% (19) of the workers are ordinary level leavers, 22.2% (10) advanced level leavers, 15.6% (7) have bachelor's degree, 8.9% (4) have master's degree and 11.1% (5) have not received any of the above, meaning that they did not have the opportunity to attend school and therefore are probably not informed about the impact of non-monetary incentives on employees' job commitment.. This indicates that majority of the employees had completed O'level 42.2% (19).

Despite the different levels of education attained by the workers it seemed there is no effect on the performance of the activities at Guru Nanak oil mill, this is because each of the workers are given the task to perform the activities that they can do to the best of their ability and those that have not mastered their tasks are trained on the job to make them perfect and the ones that have not attained formal education perform other tasks which do not need any classroom knowledge for example drying the sunflower and Shea nut seeds. Those with master's degrees are the ones in top management and have a great implication in this research because they provided valid information that has been beneficial for this research work and which information could have not been known by the rest of the respondents.

4.2 Non-monetary incentives and employees' job commitment at Guru Nanak oil mill.

In this section, the findings of the study were presented following the objectives of the study. This was done by critically following the questions that had been posed in the questionnaire in order to be able to make the overall judgement concerning each objective.

4.2.1 The relationship between training and employees' job commitment

The first objective of the study was to establish the relationship between training and employees' job commitment, a case study of Guru Nanak oil mill. The tables below present the respondents opinion on the relationship between training and employees' commitment.

a) The relationship on job training has with employees' job commitment

The research had to find out the relationship between on job training and employees' job commitment in order to establish whether this has a relationship with non-monetary incentives and employees' job commitment. The results are indicated in table 3 below;

Table 3: Showing the relationship on job training has with employees' job commitment

	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	3	6.7	6.7	6.7
Neutral	4	8.9	8.9	15.6
Agree	17	37.8	37.8	53.3
strongly agree	21	46.7	46.7	100.0
Total	45	100.0	100.0	

Source: Field data, 2014

From the table 3 above, out of the 45 respondents, 6.7%(3) disagreed that there is relationship between on job training and employees' job commitment, 8.9%(4) of the respondents had no idea whatsoever if these two variables had any relationship, 37.8%(17) of the respondents agreed that there is a relationship between these variables and 46.7% (21) of the respondents strongly agreed that there is a relationship. The result therefore shows that there is a positive relationship

between training and employee job commitment since 84.5% (38) of the respondents agreed with the assertion.

In relation to the above, Bartlett (2001), argues that organizations that are able to create an environment where training is supported and valued by employees will be able to achieve greater commitment outcomes such as low employees' turnover. In addition to this ibid (2001) asserts that management should be aware that employee commitment is dependent on factors other than monetary rewards and these are certainly non-monetary incentives. This assertion proves that there is a relationship between training and employees' job commitment.

b) The extent to which the organization often extends on job training to employees

The research had to find out the extent to which Guru Nanak oil mill extends on job training to its employees in order to establish the relationship this has on non-monetary incentives and employees' job commitment. The results are indicated in table 4 below;

Table 4: Showing the extent to which the organization often extends on job training to employees

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly disagree	2	4.4	4.4	4.4
Disagree	2	4.4	4.4	8.9
Neutral	3	6.7	6.7	15.6
Agree	30	66.7	66.7	82.2
Strongly agree	8	17.8	17.8	100.0
Total	45	100.0	100.0	

Source: Field data, 2014

According to table 4 above, 4.4% (2) of the respondents strongly disagreed to the statement that the organization often extends on job training to employees, 4.4% (2)disagreed, 6.7%(3) had no idea as to whether the organization extended on job training to employees, 66.7% (30)agreed and 17.8%(8) strongly agreed. This therefore indicates that to a large extent Guru Nanak oil mill extends on job training to its employees.

The respondents who agreed and strongly agreed that there was a relationship also admitted that, within the mill this was evident since employees were also trained at least thrice a year on the job

and the level of their commitment would increase after the training session. In line with the above, Owoyemi, et.al (2011) asserted that the statistical analyses have shown that the more training given to employees, the stronger employees' commitment to the organization and thus when an organization provides training to employees, the chances of better performance are enhanced.

On the other hand, Bartlett (2001) however, argues that organizations that are able to create an environment where training is supported and valued by employees will be able to achieve greater commitment outcomes such as low employees' turnover.

c) Whether employees are sponsored by the organization to go for short courses.

The research had to find out whether the employees are sponsored by the organization to go for short courses in order to establish whether this has a relationship with non-monetary incentives and employees' job commitment. The results are indicated in table 5.

Table 5: Showing whether the employees are sponsored by the organization to go for short courses.

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly disagree	3	6.7	6.7	6.7
Disagree	7	15.6	15.6	22.2
Neutral	17	37.8	37.8	60.0
Agree	14	31.1	31.1	91.1
strongly agree	4	8.9	8.9	100.0
Total	45	100.0	100.0	

Source: Field data, 2014

From table 5 above, 6.7% (3) of the respondents strongly disagreed, 15.6% (7) disagree, 37.8% (17) could not take a side, 31.1% (14) agreed, and 8.9% (4) strongly agreed that employees are sponsored by the organization to go for short courses. This implies that Guru Nanak actually carries out this and the employees love the practice.

The research also revealed that the employees showed more commitment to their jobs after they had been sponsored to go for short courses than before. They also felt recognized and valued by the organization and thus they showed high levels of commitment to their different jobs. In line with this, Choi and Dickson (2010) have shown that employees who feel they were well trained stayed with the company longer (for managerial and supervisory roles).

From the qualitative data one of the respondents said that *“training done in form of short courses greatly impacted on their employees’ job commitment levels”*.

d) Whether employees report for workshop on the set workshop days

The research had to find out whether employees at Guru Nanak oil mill report for workshop on the set workshop days in order to establish whether this has a relationship with non-monetary incentives and employees' job commitment. The results are indicated in table 6 below;

Table 6: Showing whether employees report for workshop on the set workshop days

	Frequency	Percent	Valid Percent	Cumulative Percent
disagree	5	11.1	11.1	11.1
Neutral	10	22.2	22.2	33.3
Agree	30	66.7	66.7	100.0
Total	45	100.0	100.0	

Source: Field data, 2014.

According to table 6 above, 11.1% (5) of the respondents disagreed, 22.2% (10) could not take up a stand and 66.7% (30) of the respondents agreed that employees would report for workshops on the set workshop days. The results therefore revealed that majority of the employees reported for workshops on set workshop days, this could mean that the employees are really interested in learning and therefore cannot let an opportunity pass by them. Since majority represented by 66.7% (30) of the respondents did agree that employees report for workshops on set workshop days, this means that to a large extent Guru Nanak oil mill sets workshops for its employees.

e) **Whether management ensures that employees are mentored on whatever they are supposed to do when they join the company.**

The research had to find out whether management ensures that employees are mentored on whatever they are supposed to do when they join the company in order to establish whether this has a relationship with non-monetary incentives and employees' job commitment. The results are indicated in table 7 below;

Table 7: Showing whether management ensures that employees are mentored on whatever they are supposed to do when they join the company.

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly disagree	3	6.7	6.7	6.7
Disagree	1	2.2	2.2	8.9
Neutral	4	8.9	8.9	17.8
Agree	12	26.7	26.7	44.4
strongly agree	25	55.6	55.6	100.0
Total	45	100.0	100.0	

Source: Field data, 2014

Table 7 above reveals that 6.7% (3) of the respondents strongly disagreed, 2.2% (1) disagreed, 8.9% (4) were not sure, 26.7 % (12) agree and 55.6% (25) strongly agreed. This showed that the oil mill tries its best to train workers regarding the work they are supposed to do so that they are efficient when they start doing the job and stay committed to them. When the researcher further carried out interviews one respondent said *“training helped employees to acquire skills that helped them to do their work efficiently and effectively hence becoming committed to their jobs”*.

Basing on the findings, Majority of the respondents that is 82.3% (37) agreed that employees are mentored on whatever they are supposed to do when they join the company and this is done in form of induction training. According to Smith, (2007) Induction training aims to familiarize a new comer with the organization. It aims to remove irritants to new employees and reduce the probability that they will leave within the first few weeks. Induction training will usually include information about the company, its history, its structure and products. This information is an important element of fostering company loyalty and ensuring that a new employee becomes an effective one. All these when done brings about commitment of employees.

In conclusion therefore with the above arguments, it can be said that there is a positive relationship between training and employees' job commitment in that where there is training there is a feeling of commitment and therefore one leads to the other.

4.2.2 The extent to which employees' recognition affects their job commitment

The second objective of the study was to find out the extent to which employees' recognition affects their job commitment in Guru Nanak oil mill. The tables below present the respondents opinion on this issue.

a) Whether employees are always thanked for any good work that they do

The research had to find out whether employees are always thanked for any good work that they do in order to establish whether this has a relationship with non-monetary incentives and employees' job commitment. The results are indicated in table 8.

Table 8: Showing whether employees are always thanked for any good work that they do

	Frequency	Percent	Valid Percent	Cumulative Percent
disagree	3	6.7	6.7	6.7
neutral	7	15.6	15.6	22.2
agree	28	62.2	62.2	84.4
strongly agree	7	15.6	15.6	100.0
Total	45	100.0	100.0	

Source: Field data, 2012

From table 8 above, 6.7% (3) disagreed, 15.6% (7) were not sure, 62.2 % (28) agreed and 15.6 % (7) strongly agreed that employees are always thanked for any good work that they do. This indicates employees are recognized for their efforts through being thanked for any good they do. Majority of the respondents that is 77.8% (35) agreed that employees are always thanked for any good work that they do. This means that to a large extend Guru Nanak oil mill does thank its employees for their efforts.

b) Whether thank you messages are sent to employees in Case they performed well in the absence of their supervisors.

The research had to find out whether thank you messages are sent to employees in Case they performed well in the absence of their supervisors. In order to establish whether this has a relationship with non-monetary incentives and employees' job commitment. The results are indicated in table 9.

Table 9: Showing whether thank you messages are sent to employees in Case they performed well in the absence of their supervisors.

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly disagree	1	2.2	2.2	2.2
disagree	3	6.7	6.7	8.9
neutral	9	20.0	20.0	28.9
agree	30	66.7	66.7	95.6
strongly agree	2	4.4	4.4	100.0
Total	45	100.0	100.0	

Source: Field data, 2014

According to table 9 above, 2.2%(1) of the respondents strongly disagreed,6.7%(3) disagreed,20.0%(9) had no say,66.7%(30) agreed and 4.4%(2) strongly agreed that thank you messages are sent to employees in case they performed well in the absence of their supervisors. This implies that the employees do their best even when they are not being supervised since they are assured of being thanked for all that they do.71.1% (32) of the respondents agreed to the above statement, this could therefore mean that Guru Nanak oil mill believes in thanking its employees probably to make them happy and thus committed to their jobs.

c) Whether employees are awarded for excellent work done

The research had to find out whether employees are awarded for excellent work done in order to establish whether this has a relationship with non-monetary incentives and employees' job commitment. The results are indicated in table 10.

Table 10: Showing whether employees are awarded for excellent work done

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly disagree	1	2.2	2.2	2.2
disagree	5	11.1	11.1	13.3
neutral	23	51.1	51.1	64.4
agree	13	28.9	28.9	93.3
strongly agree	3	6.7	6.7	100.0
Total	45	100.0	100.0	

Source: Field data, 2014

Table 10 above reveals the respondents views about whether employees are awarded for excellent work done. 2.2% (1) strongly disagreed, 11.1% (5) disagree, 51.1% (23) were not sure, 28.9% (13) agreed and lastly 6.7% (3) of the respondents strongly agreed. Since majority of the respondents were not sure about what to say it can be said that probably the employees at Guru Nanak oil mill are not awarded for excellent work done. This could therefore mean that employees do not aim at performing excellently since they are not rewarded for the extra effort put in.

d) Whether awards have a relationship with employee job commitment

The research had to find out whether awards have a relationship with employee job commitment in order to establish whether this has a relationship with non-monetary incentives and employees' job commitment. The results are indicated in table 10.

Table 11: Showing whether awards have a relationship with employee job commitment

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly disagree	1	2.2	2.2	2.2
disagree	3	6.7	6.7	8.9
neutral	18	40.0	40.0	48.9
Agree	15	33.3	33.3	82.2
strongly agree	8	17.8	17.8	100.0
Total	45	100.0	100.0	

Source: Field data, 2014

From table 11, above 2.2% (1) of the respondents strongly disagreed, 6.7% (3) disagree, 40.0% (18) had no say, 33.3% (15) agreed and 17.8% (8) strongly agreed. Majority 40% (18) of the respondents do not know about the relationship and this could mean they are not exposed to such privileges and therefore are not informed about its relationship with employees' job commitment.

e) Whether employees' efforts are appreciated through giving them gifts

The research had to find out whether employees efforts are appreciated through giving them gifts in order to establish whether this has a relationship with non-monetary incentives and employees' job commitment. The results are indicated in table 12 .

Table 12: Employees efforts are appreciated through giving them gifts

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly disagree	1	2.2	2.2	2.2
disagree	9	20.0	20.0	22.2
neutral	12	26.7	26.7	48.9
Agree	18	40.0	40.0	88.9
strongly agree	5	11.1	11.1	100.0
Total	45	100.0	100.0	

Source: Field data, 2014

Table 12 above, 2.2% (1) of the respondents strongly disagreed, 20.0% (9) disagree, 26.7%(12) of the respondents were not sure, 40.0%(18) agree and 11.1(5) strong agreed that employees efforts are appreciated through giving them gifts .The number of those who agreed and strongly agreed are greater than those who strongly disagree and agreed by 28.9% (13).This therefore implies that the workers are probably given gifts, may be at their end of year party.

f) Whether gifts make employees excited and more willing to work for the organization

The research had to find out whether gifts make employees excited and more willing to work for the organization in order to establish whether this has a relationship with non-monetary incentives and employees' job commitment. The results are indicated in table 13.

Table 13: Showing whether gifts make employees excited and more willing to work for the organization

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly disagree	1	2.2	2.2	2.2
disagree	4	8.9	8.9	11.1
neutral	6	13.3	13.3	24.4
Agree	24	53.3	53.3	77.8
strongly agree	10	22.2	22.2	100.0
Total	45	100.0	100.0	

Source: Field data, 2014

From table 13 above 2.2% (1) of the respondents strongly disagreed, 8.9% (4) disagreed, 13.3% (6) were neutral, 53.3% (24) agreed and 22.2% (10) strongly agreed that gifts make employees excited and more willing to work for the organization. This therefore implies that when workers are given gifts, they become excited and develop a strong attachment to the organization hence commitment.

Wilson (1994) asserts that Non-cash awards and incentives ranging from a note to the employee that says “Good job” to a gift certificate for a nice dinner—can be a cost-effective and valuable tool that can help raise employee morale thus commitment.

g) Whether Praise is offered to employees to solely improve their commitment towards work

The research had to find out whether Praise is offered to employees to solely improve their commitment towards work in order to establish whether this has a relationship with non-monetary incentives and employees' job commitment. The results are indicated in table 14 below;

Table 14: Showing whether Praise is offered to employees to solely improve their commitment towards work

	Frequency	Percent	Valid Percent	Cumulative Percent
disagree	4	8.9	8.9	8.9
Neutral	9	20.0	20.0	28.9
Agree	22	48.9	48.9	77.8
strongly agree	10	22.2	22.2	100.0
Total	45	100.0	100.0	

Source: Field data, 2014

From table 14 above, 8.9% (4) of the respondents disagreed, 20.0% (9) did not have any idea, 48.9% (22) agreed and 22.2 % (10) strongly agreed. The total (71.1%) of those who agreed and strongly agreed is significant enough for making judgment.

However, when the researcher further carried out an interview, One interviewee confirmed that recognition in form of praise made them feel part of the organization because they felt that what they did was being valued and this therefore made them feel more committed to their different jobs and it, in a way gave them another status knowing that they had added value to the organization.

The above view from an interviewee is in line with that of Kinicki & Kreitner (2006), who asserted that recognition, is a process of giving an employee a certain status within an organization. This is a very crucial factor towards an employee's job commitment.

When further interviews were carried out a respondent said that *“they always attended quarterly review meetings where the best employees of the quarter were recognized through being given gifts and thank you messages, this therefore kept them committed to their various jobs and encouraged others to work harder to obtain the same rewards in form of gifts”*.

In line with this finding, Nelson, (2003) asserted that timing is important in the delivery of recognition, this is because the sooner you acknowledge employees' performance, the clearer they get the message, and the more likely they are to be more committed.

4.2.3 Effects of promotion on employees' job commitment

The third objective of the study was to find out the extent to which employees' recognition affects their job commitment in Guru Nanak oil mill. The tables below present the respondents opinion on this issue.

a) Whether vertical promotion has a great impact on employees' job commitment

The research had to find out whether vertical promotion has a great impact on employees' job commitment in order to establish whether this has a relationship with non-monetary incentives and employees' job commitment. The results are indicated in table 15.

Table 15: Showing whether vertical promotion has a great impact on employees' job commitment

	Frequency	Percent	Valid Percent	Cumulative Percent
disagree	7	15.6	15.6	15.6
neutral	15	33.3	33.3	48.9
Agree	19	42.2	42.2	91.1
strongly agree	4	8.9	8.9	100.0
Total	45	100.0	100.0	

Source: Field data, 2014

From table 15 above, 15.6% (7) disagreed, 33.3% (15) did not have any idea, 42.2% (19) agreed and lastly 8.9% (4) strongly agreed that vertical promotion has a great impact on employees' job commitment. Those who were in agreement with this view said that promotion could change the status of those promoted within the organization since one gains supervisory responsibilities, a better job compared to the one that he was doing before and this therefore meant harder worker than the effort that was being inserted before and this resulted into commitment since no one wants to show that a wrong candidate was promoted for a given post and therefore work harder to prove that they are worth for that particular job. This is in line with the arguments of Health field, (2013).

From the qualitative data some respondents argued that *“promotions did a lot in their lives and the outcome of these advantages was obviously employees' commitment to their jobs”*.

Some respondents said that *“promotions created an opportunity for them to grow; it provided room for more responsibilities, made them be in position to evaluate their performance”*

b) Whether the main purpose of horizontal promotion is to increase employees' level of commitment to their jobs

The research had to find out whether the main purpose of horizontal promotion is to increase employees' level of commitment to their jobs in order to establish whether this has a relationship with non-monetary incentives and employees' job commitment. The results are indicated in table 16 below;

Table 16: Showing whether the main purpose of horizontal promotion is to increase employees' level of commitment to their jobs

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly disagree	1	2.2	2.2	2.2
Disagree	4	8.9	8.9	11.1
Neutral	9	20.0	20.0	31.1
Agree	27	60.0	60.0	91.1
strongly agree	4	8.9	8.9	100.0
Total	45	100.0	100.0	

Source: Field data, 2014

From table 16 above, 2.2% (1) of the respondents strongly disagreed, 8.9% (4) of the respondents disagreed, 20.0% (9) of the respondents had no idea, 60.0% (27) agreed and 8.9% (4) of the respondents strongly agreed. Majority of the respondents that is 68.9% (31) agreed with the statement that the main purpose of horizontal promotion is to increase employees' level of commitment to their jobs. This implies that for employees to be committed to their jobs then they should be promoted.

c) Whether Guru Nanak actively believes in promoting its employees to better jobs than that they were doing before.

The research had to find out whether Guru Nanak actively believes in promoting its employees to better jobs than that they were doing before in order to establish whether this has a relationship with non-monetary incentives and employees' job commitment. The results are indicated in table 17 below;

Table 17: Showing whether Guru Nanak actively believes in promoting its employees to better jobs than that they were doing before.

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly disagree	2	4.4	4.4	4.4
Disagree	2	4.4	4.4	8.9
Neutral	7	15.6	15.6	24.4
Agree	17	37.8	37.8	62.2
strongly agree	17	37.8	37.8	100.0
Total	45	100.0	100.0	

Source: Field data, 2014

The table 17 above shows that 4.4% (2) of the respondents strongly disagreed, 4.4% (2) of the respondents disagreed, 15.6% (7) had no idea, 37.8% (17) agreed and 37.8% (17) strongly agreed that Guru Nanak actively believes in promoting their employees to better jobs than that they were doing before. 75.6% (34) of the respondents were in support of the assertion, this implies that at Guru Nanak, an employee can be sure that he/she will promoted to another job that is better and this encourages commitment within the organization.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter summarized the findings of the study on the impact of non-monetary incentives on employees' job commitment in industrial plants. In this chapter the researcher included the general summary, conclusions and recommendations to the study here the research objectives and questions were used as a guide line in the writing of the summary. A conclusion of the research was drawn from the findings in chapter four and therefore is in line with the research objectives. The recommendations that were made were meant to find ways of improving the outcomes of non-monetary incentives for the sake of realizing high employees' commitment in their jobs.

5.1 Summary of the findings

The study summarized the findings into three main themes according to the objectives and the research questions generated.

5.1.1 The relationship between training and employees' job commitment In Guru Nanak oil mill.

On the relationship between training and employees' job commitment, the findings of the study revealed that, the more training given to the employees, the stronger the level of commitment which showed that if training is not offered to the employees, they cannot be committed to their jobs by working for long hours, producing high levels of output, high quality products and there cannot be increase in the profits. This was evident by the primary data that indicated that 84.6% (38) agreed that training has a relationship with employees' job commitment.

The findings also showed that there are many forms through which the employees can be trained and therefore some of these ways included; on the job training that had a relationship with employees' job commitment and this was agreed to by 84.5% (38) of the respondents, short courses that was agreed to by 40% (18) of the respondents, workshops to which 66.7% (30) of the respondents agreed to, mentoring to which 82.3% (37.) of the respondents agreed with and that the management ensured that the employees were mentored on whatever they are supposed to do when they joined the company.

Following the findings from the research, all these methods are meaningful ways of training though one method may not work for all the employees equally and therefore care must be taken to choose a method that will best work for the employees in a particular organization. The study also revealed that training makes employees feel valued by the organization and in addition to this past research has also revealed that employees who felt that they were well trained stayed with the company longer. For example the research carried out by Choi and Dickson (2010).

5.1.2 The extent to which employees' recognition affects their job commitment at Guru Nanak oil mill

The study findings revealed that, employees valued being thanked for example through being given thank you notes or by word of mouth, awards, gifts, and praise, all these in one way or another made an employee happy. The research showed that majority of the employees felt part of the organization and that whatever they did was being valued by the organization and it gave them another status within the workplace and as a result, they would start working for long hours, they would start producing high levels of output, better quality products would be produced and there would be increased profits and all this would show their commitment to their jobs.

According to the research findings, the issue of timing is very important when trying to recognize the employees for their efforts. Recognition should be done on a continuous basis and the sooner you acknowledge employees performance, the clearer they get the message and all this results in commitment of employees. The above findings on the extent to which employees' recognition affects their job commitment at Guru Nanak oil mill is evident from the several interviews that were carried out.

5.1.3 The effects of promotion on employees' job commitment at Guru Nanak oil mill.

The findings on how promotions affect employees' job commitment revealed that promotion is a very essential aspect in the lives of employees since no employee would want to hold the same post for years and therefore as a result of this they feel they should be given an opportunity to try another post and this is promotion at work. This information can be evident from the finding revealed by the questionnaire and the interviews used in chapter four.

According to the research, it was found out that promotion is another aspect that gives status to employees in the organization and that it is a visible esteem from the employer since one gains supervisory responsibility and a better job compared to the ones they were performing before. This information yields evidence from the information that was given by the respondent through the different interviews carried out by the researcher.

The findings also revealed that promotion leads to the gain of more skills in the new job, personal growth, increased levels of responsibility and lastly through promotion an employee is in position to carry out self-evaluation of their performance since if you get a promotion it means you worked hard for it and if you do not get it means your performance is still lacking and

therefore you cannot handle a promotion to a better job. This information is evident according to the results generated from the use of the questionnaires and interviews carried out.

5.2 Conclusion

5.2.1 The relationship between training and employees' job commitment in Guru Nanak oil mill.

Basing on the findings, a critical look should be taken into the human resource development of any organization. No organization can hope to obtain its vision without having the right people to transform their plans into action. To ensure all this therefore training of employees should be taken as number one priority. Management should therefore ensure that the best methods are taken in to consideration, for example emphasizing on the job training because it creates room for the employees to be able to learn on the job and therefore time is not wasted since an employee works as he or she trains. This conclusion is therefore generated basing on the results of the findings on the relationship between training and employees' job commitment as discussed in Chapter four and summarized under the findings above in chapter five.

5.2.2 The extent to which employees' recognition affects their job commitment at Guru Nanak oil mill.

Following the study findings, it is therefore very important to ensure that employees are recognized through various ways for example being given thank you notes. They should be recognized for all the work that they do for the organization since this in one way or another has a positive effect on their job commitment levels. This recognition should be done on a continuous and timely basis, in order for it to yield employees' job commitment. This conclusion

is therefore drawn basing on the findings in chapter four about that were obtained by use of questionnaires and different interviews carried out by the researcher.

5.2.3 The effects of promotion on employees' job commitment at Guru Nanak oil mill.

Basing on the findings, the issue of promotion is looked at as a very essential aspect in the lives of employees. This therefore explains why it should not be ignored, once ignored then it means the employees will not be committed to their various jobs.

Promotions also give status to the employees since one gains supervisory responsibility and a better job compared to the one that they were performing before. It should be done because it is associated with a lot of good aspects that might make the employees more committed to their different jobs. This derives its evidence from one of the interviews carried out in chapter four.

5.3 Recommendations

The following are suggestions of possible employees' commitment fostering strategies that could be adopted so as to supplement those that are already in place;

5.3.1 The relationship between training and employees' job commitment In Guru Nanak oil mill.

Since training improves on employees' job commitment, management should consider putting more emphases on training employees so that they gain better skills on how to perform their different tasks. Management should study the employees critically so as to get to know about the training that they really need to undergo and also consider the mode through which this training will be delivered because they have an effect on whether they will develop commitment for their different jobs or not. After management has identified the training needs, it should work so hard

to ensure that these needs are fulfilled since this will greatly impact positively on employees' job commitment.

Since it is evident that training has a relationship with employees' job commitment, management should be flexible enough by endeavouring to create a firm environment where employees do not have to strictly follow traditional policies or procedures and stringent chain of command. Employees should be allowed to use their discretion for purposes of helping them develop their potentials and consequently carriers, that is to say management should critically study the employees as they do their work in order to be in position to determine the kind of training that they need to undertake basing on the results that they are obtaining at the moment.

5.3.2 The extent to which employees' recognition affects their job commitment at Guru Nanak oil mill

Since employees' recognition affects their job commitment, management should try as much as possible to see that all employees are recognised for the work that they do, since this helps a lot in making them committed to their jobs. Recognition should be done on a timely basis, for example quarterly, monthly so that the employees get it in their minds and therefore work towards being recognised. For example management can recognise the employees through giving them gifts during their quarterly review meetings, that is to say the best gift to the best employees of the quarter and other simple gifts to other employees.

5.3.3 The effects of promotion on employees' job commitment at Guru Nanak oil mill.

Since promotion affects employees' job commitment Management should ensure that employee promotion is taken into consideration. This is because promotions tend to give employees a different status. It is because of the more responsibilities that they may be given, increased salary and above all it shows that their efforts are being appreciated by management and therefore as a

result their level of commitment towards their jobs tend to increase. Management can undertake vertical promotion since it has a great impact on employees' job commitment. This was evident from the primary data where 51.1% (23) of the respondents agreed that vertical promotion has a great impact on employees' job commitment.

5.4 Suggestions for further research

The study only focused on the impact of non-monetary incentives on employees' job commitment in Industrial plants in Uganda. However, there are other factors that might affect employees' job commitment other than non-monetary incentives. There are other factors such as monetary incentives that could also affect employees' job commitment. Since this research concentrated on looking at the industrial plants in Uganda, further research can be focused in other fields for example ; offices and even homes so as to prove whether similar findings can be attained.

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APPENDICES

Appendix I: Questionnaires

Dear Respondent,

I am Acio Claire, a student at Uganda Martyrs University carrying out a research on the impact of non-monetary incentives on employees’ job commitment in industrial plants in Uganda, a case study of Guru Nanak Oil mill in Lira District, Uganda. The information provided will be only for academic purposes and it will be treated with at most confidentiality. Your assistance in filling this questionnaire will be highly appreciated. Thank you in advance.

PART A: Background of the respondent

Gender: Male Female

Age :

Status of employment; Top Management skilled worker causal worker

Years served: 1 year: 2yrs 3-5yrs 5-10yrs 10 yrs.>

Level of education: O’ Level leaver A’ level leaver Bachelor’s Degree

Master’s degree none of the above

PART B

Training and employees' job commitment.

(Please tick the option which best applies to you)

SA=strongly agree; A=Agree; N=Neutral; D=Disagree; SD= strongly disagree

	SA=5	A=4	N=3	D=2	SD=1
On job training has a relationship with employees' job commitment?					
The organisation often extends on job training to employees?					
Employees are sponsored by the organisation to go for short courses.					
The employees show more commitment to their work and the company after the short courses.					
Employees report for workshop on the set workshop days.					
Employees views are listened to during the workshop thus making them feel loved by the company					
Management ensure that employees are mentored on whatever they are supposed to do when they join the company.					

In your own words, can you please give any information concerning the training at Guru Nanak and its relationship with employees' job commitment?

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PART C

1.8 Recognition and employees' job commitment.

(Please tick the option which best applies to you)

SA=strongly agree; A=Agree; N=Neutral; D=Disagree; SD= strongly disagree

	SA=5	A=4	N=3	D=2	SD=1
Employees are always thanked for any good work that they do.					
Thank you messages are sent to employees in case they performed well in the absence of their supervisors.					
Employees are awarded for excellent work done.					
Awards have a relationship with employee job commitment.					
Employees' efforts are appreciated through giving them gifts.					
Gifts make employees excited and more willing to work for the organisation.					
Praise is offered to employees to solely improve their commitment towards work.					
Management frequently offer praise to their employees.					

Employees' recognition is very important in any organisation; give any information concerning recognition and employees' commitment.

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PART D

1.9 Promotions and employees' job commitment.

(Please tick the option which best applies to you)

SA=strongly agree; A=Agree; N=Neutral; D=Disagree; SD= strongly disagree

	SA=5	A=4	N=2	D=2	SD=1
Vertical promotion has a great impact on employee job commitment.					
Vertical promotion changes an employee's status in the organisation since one gains supervisory responsibility.					
The main purpose of horizontal promotion is to increase employees' level of commitment to their jobs.					
Guru Nanak actively believes in promoting its employees to better jobs than that they were doing before.					

PART E

1.10 Monetary incentive

(Please tick the option which best applies to you)

SA=strongly agree; A=Agree; N=Neutral; D=Disagree; SD= strongly disagree

	SA=5	A=4	N=3	D=2	SD=1
Employees receive salary at the end of the month to back up the non-monetary incentives received earlier.					
Employees do not have to first strike before they are given their salary.					
Employees get bonuses for extra time worked.					
Employees are given their wage payments at the end of each day.					

Please specify any information if any concerning monetary incentives and job commitment at Guru Nanak oil mill.

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PART F

1.11 Employees' job commitment

(Please tick the option which best applies to you)

SA=strongly agree; A=Agree; N=Neutral; D=Disagree; SD= strongly disagree

	SA=5	A=4	N=3	D=2	SD=1
Employees work for all the hours that they are supposed to.					
Employees spare time outside company working hours to do company work.					
The amount of output produced matches the originally planned output that the employees were supposed to produce.					
Employees always produce quality goods that when sold bring about increased profits in the company.					
The level of output produced by employees is always high and does not reduce at any one time.					
Employees produce quality goods because of the level of commitment that they have towards their different jobs.					

Please give any information concerning employees' job commitment at Guru Nanak oil mill in lira district.

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Appendix II: Interview Guide (For Management)

1. Do you think the on job training given to the employees is satisfactory, If yes why?
2. Do the employees show appreciation for the on job training given to them, if yes how?
3. Are the employees provided with short courses so as to improve on their efficiency? If yes which ones.
4. On what basis does management determine the short courses necessary to be undertaken by the employees?
5. Does management of Guru Nanak oil mill organise for employees' workshops for them to learn new skills? If yes after how long are workshops held.
6. Does management teach the employees about the importance of attending these workshops most especially those who do not know about their benefits?
7. Does management take in to consideration the aspect of mentoring their employees so as to increase on their level of commitment to their jobs and how does this help the company?
8. When are thank you messages given to the employees? And does this have any impact on their level of commitment?
9. Are the employees always awarded for their efforts, and if yes how?
10. Does management give praises of any sort to their employees and how does this impact on their job commitment levels?
11. Are promotions offered at the company and if yes, which type of promotion?
12. Do employees show commitment by working for long hours and through the level of output that they produce? If yes explain?
13. Does the company provide employees with bonuses in addition to the salaries/ wages that they receive? If yes how often?
14. Are employees consistent with the production of quality goods hence increasing the company's profits when sold? Why do you say that?