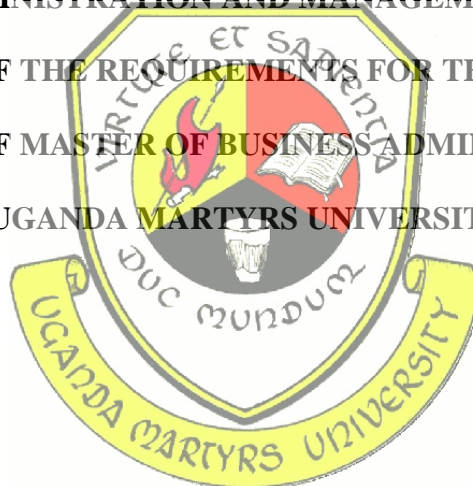


**REWARDS MANAGEMENT AND EMPLOYEES' PERFORMANCE IN NON-  
GOVERNMENT ORGANIZATIONS IN UGANDA  
A CASE OF RAKAI HEALTH SCIENCES PROGRAM**

**A POSTGRADUATE DISSERTATION PRESENTED TO THE FACULTY OF  
BUSINESS ADMINISTRATION AND MANAGEMENT IN PARTIAL  
FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE  
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## **DEDICATION**

I dedicate this piece of work to my family, parents, wife and children for both moral and financial support and encouragement given to me for the time spent while at the university.

May the almighty God bless you abundantly.

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## TABLE OF CONTENTS

APPROVAL .....	i
DECLARATION .....	ii
DEDICATION .....	iii
ACKNOWLEDGEMENT .....	iv
TABLE OF CONTENTS .....	v
LIST OF TABLES .....	xi
LIST OF ABBREVIATIONS .....	xiii
ABSTRACT .....	xiv
<b>CHAPTER ONE</b> .....	<b>1</b>
1.0 Introduction .....	1
1.1 Background of the study .....	2
1.2 Statement of the problem .....	4
1.3 Objectives of the study .....	5
1.3.1 Major objective .....	5
1.3.2 Specific Objectives .....	5
1.5 Scope of the Study .....	6
1.5.1 Geographical Scope .....	6
1.5.2 Content Scope .....	6

1.5.3 Time Scope .....	6
1.6 Significance of the Study .....	7
1.7 Justification of the Study .....	7
1.8 Definition of key Terms.....	8
1.9 Conceptual framework.....	10
1.10 Limitations of the research and solutions .....	11
<b>CHAPTER TWO</b> .....	<b>12</b>
<b>LITERATURE REVIEW</b> .....	<b>12</b>
2.0 Introduction.....	12
2.1 Theoretical Review .....	12
2.1.1 The Expectancy theory on Motivation by Victor Vrooms, (1964).....	12
2.1.2 Herzberg’s Two Factor Theory.....	14
2.1.3 Limitation of theory Gaps .....	14
2.2 Overview on Rewards Management.....	15
2.3 Employees’ Performance .....	17
2.4 Actual review .....	19
2.4.1 Staff Promotion and Employees’ Performance.....	19
3.4.2 Staff Training on Employees’ Performance .....	21
2.4.3 Pay-Rewards on Employees’ Performance.....	26

2.5 Summary of literature .....	29
2.6 Literature gap .....	30
2.7 Conclusion .....	31
CHAPTER THREE .....	32
METHODOLOGY .....	32
3.0 Introduction.....	32
3.1 Research Design.....	32
3.2 Area of study.....	32
3.3 Study Population.....	33
3.4 Sampling technique and procedure .....	33
3.4.1 Sampling size .....	34
3.5 Data Collection Methods and Instruments.....	35
3.5.1 Data Collection Methods .....	35
3.5.2 Data collection Instruments .....	35
3.6 Quality control Methods .....	37
3.6.1 Validity of the Instrument.....	37
3.6.2 Reliability.....	38
3.8 Data Management and Processing .....	38
3.9 Data Analysis.....	39

3.9.1 Qualitative Data .....	39
3.9.2 Quantitative Data .....	39
3.10 Ethical Considerations .....	40
3.11 Limitations of the study .....	40
3.12 Conclusion .....	41
<b>CHAPTER FOUR.....</b>	<b>42</b>
<b>DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS .....</b>	<b>42</b>
4.0 Introduction.....	42
4.1Response rate .....	42
4.2 Bio data of respondents.....	43
4.2.1 Gender of respondents .....	43
4.2.2 Age of respondents .....	44
4.2.3 Marital status of respondents .....	44
4.2.4 Level of Education of Respondents .....	45
4.3 Indicative findings of the study.....	47
4.3.1 Effect of staff Promotion on Employee Performance.....	47
4.4 Relationship between Rewards Management and Employees’ Performance.....	67
4.4.1 Relationship between Staff Promotion and Employee Performance .....	67
4.4.2 Relationship between Staff Training and Employee Performance .....	68

4.4.3 Relationship between Pay Rewards and Employee Performance.....	69
4.5 Effect of Reward Management on Employee Performance .....	70
4.5.1 Multi-regression Analysis on Rewards Management and Employees' Performance.....	70
4.6 Conclusion .....	73
<b>CHAPTER FIVE .....</b>	<b>74</b>
<b>SUMMARY, CONCLUSIONS AND RECOMMENDATIONS.....</b>	<b>74</b>
5.0 Introduction.....	74
5.1 Summary of Findings.....	74
5.1.1 Effect of Employee Promotion on Employee Performance.....	74
5.1.2 Effect of Staff Training on Employee Performance .....	74
5.1.3 Effect of pay Rewards on Employee Performance .....	75
5.2 Conclusions.....	75
5.2.1 Promotion and Employee Performance .....	75
5.2.2 Staff Training and Employee Performance.....	76
5.2.3 Pay Rewards and Employee Performance .....	76
5.3 Recommendations.....	77
5.3.1 Effect of staff promotion on Employee Performance .....	77
5.3.2 Effect of Training on Employee Performance .....	77
5.3.3 Effect of Pay Rewards and Employee Performance .....	77



5.4 Suggestions for Further Research ..... 78

REFERENCES ..... 79

APPENDIX I: QUESTIONNAIRE ..... 83

APPENDIX II: INTERVIEW GUIDE PROGRAM ..... 89

## LIST OF TABLES

Table 3.1: Sample distribution of respondents.....	33
Table 3.2: Sample distribution of respondents.....	34
Table 3.3: The Reliability of data .....	38
Table 4.1: Response rate .....	42
Table 4.2: Gender of respondents .....	43
Table 4.3: Age of respondents in years.....	44
Table 4.4: Marital status of respondents .....	44
Table 4.5: Level of Education of Respondents .....	45
Table 4.6: Period respondents have worked for the organization .....	46
Table 4.7: Department of respondent.....	46
Table 4.8: Descriptive Statistics on Staff Promotion .....	48
Table 4.9: Descriptive Statistics on Staff Training .....	53
Table 4.10: Descriptive Statistics on Pay Rewards.....	58
Table 4.11: Descriptive Statistics on Employee Performance .....	63
Table 4.12: Correlations between Staff Promotion and Employee Performance .....	67
Table 4.13: Correlation between Staff Training and Employee Performance .....	68
Table 4.14: Correlation between Pay Rewards and Employee Performance.....	69
Table 4.15 Model Summary Reward Management on Employee Performance.....	70

Table 4.16 ANOVA<sup>b</sup> ..... 71

The table 4.17: Coefficients of Regression of Reward Management on Employee Performance ..... 72

## LIST OF ABBREVIATIONS

<b>CVI:</b>	Content Validity
<b>HR:</b>	Human Resources
<b>RHSP:</b>	Rakai Health Sciences Program
<b>UVRI:</b>	Uganda Virus Research Institute

## ABSTRACT

The study was set out to examine the effect of Rewards Management on Employees' Performance in RHSP. It was guided by the following specific objectives: to determine the effect of staff promotion on Employee Performance, to examine the effect of staff training on Employee Performance and to establish the effect of Pay Rewards on Employee Performance. The study was guided by descriptive and correlational research designs based on both quantitative and qualitative approaches and used a sample size of 131 for analysis using both questionnaires and interviews and findings are as below;

The study findings also revealed a correlation coefficient of 0.703\*\*, significant at 0.01 level of a two-tailed test with 131 degrees of freedom. Hence the study findings imply that there is a high positive significant relationship between promotion and Employee Performance. On running the regression to ascertain the effect of promotion and Employee Performance, findings revealed that promotion affects Employee Performance in RHSP by a Beta value of 0.53.

On objective two of the study, findings also revealed a correlation coefficient of 0.781\*\*, significant at 0.01 level of a two-tailed test with 131 degrees of freedom. In addition, a Beta value of 0.692 was obtained when a regression was run to ascertain the extent to which staff training affects Employee Performance. The study findings also revealed a correlation coefficient of 0.560\*\*, significant at 0.01 level of a two-tailed test with 131 degrees of freedom. A regression analysis also showed a Beta value of 0.396, implying that Pay Rewards affects Employee Performance but the effect is not significant because of the low Beta value with a moderate relationship.

In conclusion, the study findings revealed that there is a high positive significant relationship between Rewards Management and Employee Performance. And the study recommends that Management of RHSP should make good use of the employee plans to identify good performing employees for promotion since it has been discovered that it is one of the ways in which employees can be rewarded.

## CHAPTER ONE

### 1.0 Introduction

Reward constitutes an important element in Human Resources Management. Rewards Management is essentially about designing, implementing and maintaining pay systems which help to improve organizational performance, (Armstrong & Murlis, 2007). Rewards Management can also be said to be the process of developing and implementing strategies, policies and systems which help the organization to achieve its objectives by obtaining and keeping the people, it needs and by increasing their motivation and commitment.

Employees' Performance can be said to be the effectiveness and efficiency to which employees of a given organization carry out their day to day duties in order to meet the Management and customer expectations, (Pierce et al, 2004). It can also be said to be the level to which the employees apply their skills, knowledge and attitudes towards achieving the desired results and meeting the specified objectives, (Rehman, 2009). Bohnstedt & Larsen, (2008) points out that Employees' Performance is often indirectly measured by using aspects of employee behavior at work such as speed, courtesy, etiquette, precision, time Management, consistency and influence on other employees.

The researcher was interested in looking at different organizational Rewards Management policies, procedures and how they influence Employees' Performance looking at different variables like Employees' Performance as dependent variable and Staff Promotion, Staff training, and Pay rewards as independent Variables. This chapter highlights the background of the study, statement of the problem research objectives, scope of the study, conceptual framework and significance of the study.

## **1.1 Background of the study**

Rewards Management has gained increased importance especially in the current global dynamic and competitive environment. This is because it enables organizations to recruit and maintain employees as well as to increase organizational productivity (Dalvi and Ibrahim, 2013). Datta (2012) argues that many organizations in North-America for instance, consider employees as their main factor in creating organizational value and competitive advantage. As a result, it is important to maintain employees, create good working environment, motivate staff and increase job productivity through diverse strategies like rewards.

It is the concern of organizations all over the world on effective human capital strategies to enhance their productivity. It is clear that employee's productivity in the expanding organization is a key factor in organization performance. Employees, technically known as human resources in modern organizations, are rightly considered as the most important assets for business success (Ong and Teh, 2012). In developed countries such as USA, JAPAN, UK and Germany organizations recognize employees as the important asset that needs high consideration in promotion (Lawler and Worley, 2006). In developing countries such as China, India and Thailand employee rewards are some of the highly demanded factors in the Business world for influencing organization performance. One of the most important factors in rewarding employees for organization performance is through recognition and appreciation (Ajila and Abiloa, 2004).

In Africa today, most Non-governmental organizations have suffered the consequences of poor performance, low staff morale and high employee turnover due to poor or lack of effective Rewards Management programs (Kirunda, 2010). In Tanzania like any other country employees are motivated by rewards. There is a need for organizations to reward their employees for creating a successful competitive environment. This is essential for the

organizations to achieve high work performance. Some employees are highly motivated by extrinsic rewards such as increase in pay, promotions and bonus, while other employees are motivated with intrinsic rewards such as appreciation, praise and recognition on (Bana and Kessy, 2007). However, of the rewards that motivate Ugandan workforce higher organizational performance especially in Non-Government Organization is not well understood and this was the force of this study.

An analysis of the current trends in Ugandan setting show that most Rewards Management decisions are based more on social and political processes rather than academic information on the merit of the Rewards Management decision, (Chen & Hsieh, 2012). Besides, Rewards Management is one of the most effective ways of increasing Employees' Performance as depicted in the expectancy and instrumentality theories that Rewards Management touch on the very aspects of Employees' Performance such as their expectations and behavioral tendencies towards their work, (Tahir et al, 2013). A good number of these NGOs have poor or no Rewards Management structure that often result to uncommitted employees. The aim of Rewards Management is to ensure that the value of employees and their contributions they make in an organization is recognized and rewarded (URT, 2010).

In Uganda, NGOs have played an important role in the country's socioeconomic development. Whereas the performance of these organizations is hinged on provision of quality service to Citizens, the challenge is to improve Employees' Performance in order to facilitate that endeavor. Therefore, job satisfaction plays a key role in their daily activities. Moreover, they are vital in the Ugandan economy (Vance 2012). There appears to be a close relationship between employees' overall satisfaction with their jobs and their organization and their intention to stay or leave. Previous research has shown that for employees in Ugandan organizations, whose performance is rewarded when they go beyond, 90% are



satisfied with their job, 88% are satisfied with the organization and just 12% consider leaving the organization. Amongst employees who say that their performance is not rewarded, 52% are satisfied with their jobs and 47% are satisfied with their organization, and 36% seriously consider leaving (Compensation & Benefits Report, 2003). Organizations could benefit from implementing a total rewards program that focuses on both formal rewards and informal recognition the minimum an employee looks for when entering the organization is fair pay, sufficient working condition and fair treatment.

Organizations require both good Leaders and Managers whereby leaders have people follow them while managers have people who work for them. A successful business requires strong leaders and managers to get their team on board to follow them towards their vision of success.

The RHSP an institution established in 1988 under the umbrella of Uganda Virus Research Institute (UVRI) a Uganda Government body research on Health located in Kyotera District South Western Uganda. Operating in different districts like Rakai, Kyotera, Masaka, Sembabule, Mpigi, Kampala, Luwero, Kamuli and Gulu. The main function is basically research on Health and service initiative, strives to improve the quality of life of global citizens through, Care and treatment under clinical services, and circumcision.

## **1.2 Statement of the problem**

Many different strategies are carried out to ensure that employees improve on performance varies from one organization to the other depending on availability of resources like Finance and human resources, this is done carefully by rewarding employees performing very well, bonus for the targets achieved and obtaining qualified personnel that match the organizational structure to implement organizational policies and procedures. Despite the

fact, at RHSP some senior managers still consider giving rewards as a means of motivation given the fact that a lot of money is invested into rewarding staff this is considered as much money that is invested but still there has been no improvement in performance despite continued allocation of money for rewarding staff. One realizes that some targets are still low; there are delays in reports from some sections making it difficult for management to make accurate decisions as reported in the Finance and Management reports, (2016). It is upon this background that the researcher felt the concern to carry out this study on Rewards Management and Employees' Performance in the RHSP.

This study therefore gave a detailed outline of Rewards Management by specifically narrowing down on each Rewards Management practice and determine its relative effect on Employees' Performance to enable managers prioritize the Rewards Management practices to use for optimal Employees.

### **1.3 Objectives of the study**

#### **1.3.1 Major objective**

The major objective was to examine the effect of rewards management on employees' performance.

#### **1.3.2 Specific Objectives**

- i. To assess the effect of staff Promotion on Employees' Performance
- ii. To examine the effect of staff Training on Employees' Performance
- iii. To examine the effect of Pay Rewards on Employees' Performance

## **1.4 Research Hypothesis**

- i. There is a relationship between Staff Promotion and Employees' Performance
- ii. There is no significant relationship between staff Training and Employees' Performance.
- iii. There is no significant relationship between Pay Rewards and Employees' Performance.

## **1.5 Scope of the Study**

### **1.5.1 Geographical Scope**

The study was conducted at RHSP in Kyotera district, south Western Uganda, Kalisizo town council, along old Bukoba Road. This is because there has been continuous decline in levels of Performance i.e. efficiency and timeliness in meeting dedications at the Organization.

### **1.5.2 Content Scope**

The study focused at different kind of Rewards Management and Employees' Performance, by examining Rewards Management with dimensions such as Training of employees, Employee Promotions, Pay Rewards as Independent Variables and Employees' Performance as dependent variable with dimensions such as Efficiency, Timelines and Meeting Targets, this is illustrated in the conceptual frame work.

### **1.5.3 Time Scope**

The study considered a period of 5 years that is from 2013 to 2017 because this took a review of previous Performance of employees and the period was good enough for comparisons between performances of different years. The actual research project covered 2 years i.e. from 2016 to 2018; this time included Writing Research Proposal, data collection, analysis and writing final Report.

## **1.6 Significance of the Study**

The study would be significant to Management on applying strategic Rewards Management approaches to employees striving to achieve organization goals and objectives, more so the research would help other researchers on understanding how different Rewards Management schemes are used, handling employees in meeting their demands and organization goals and objectives.

This would also help Management in understanding that the world is dynamic and the policies designed should be suitable for different kind of employees putting into consideration that employees' needs are different, and managers have to strike a balance between employee's welfare vis-à-vis the organizational goals and objectives. This would also help Management to address some performance gaps which affects organizations at large.

More so the research would be used by Government when setting up some Human Resource policies like when deciding the Minimum wage rate, it can set a standard that will motivate the employees, the research would be of help to Government for tax planning purpose when determining the tax blanket. This motivates employees a slight increase in take home package would increase Employees' Performance. This is because high taxes also discourage some people to work and this also affects Employees' Performance.

## **1.7 Justification of the Study**

The researcher chose this study on Rewards Management and Employees' Performance because it is a big challenge in most organizations and institutions take an example of strikes usually held by employees at Makerere University and Doctors boycotting to work demanding for salary increase, This was very important for employees if their demands are catered for, so it was on this note that the researcher found it necessary to carry out research

in the interest of motivating workers by providing good working conditions, increased pay, and rewards/recognition of their efforts to ensure increased productivity.

### **1.8 Definition of key Terms**

Performance is a major multidimensional construct aimed to achieve results and has a strong link to strategic goals of an organization (Mwita, 2000). Managers at all levels have to input their efforts and make maximum use of their abilities which sometimes are produced under supervision, however many expectations are from managers working for the organization.

According to Armstrong and Murlis (2007), Rewards Management refers to the strategies, policies and process that are required to ensure that the contribution of people in an organization is recognized by non- financial and financial means. There are two categories of reward; financial rewards, tangible and they relate to pay as well as the benefits that an organization provides to its employees and non-financial rewards which focus on motivating employees as well as enhancing job engagement and commitment.

### **Rewards Management**

Reward Management is concerned with the formulation and implementation of strategies and policies that aim to reward people fairly, equitably and consistently in accordance with their value to the organization.

According to Armstrong (2010), Rewards Management refers to strategies, policies and processes taken into consideration when an organization is recognizing or rewarding people who contribute positively towards achieving the organizational goals.

**Employees Performance:**

Employees' performance can be said to be the effectiveness and efficiency to which employees of a given organization carry out their day to day duties in order to meet the Management and customer expectations, (Pierce et al, 2004).

**Staff Promotion:**

Staff promotion refers to the advancement of an employee within a company position or job tasks.

**Staff Training:**

According to Khanfar (2011) Staff training is an active means to enable individual to make use of his capability and his potential capability.

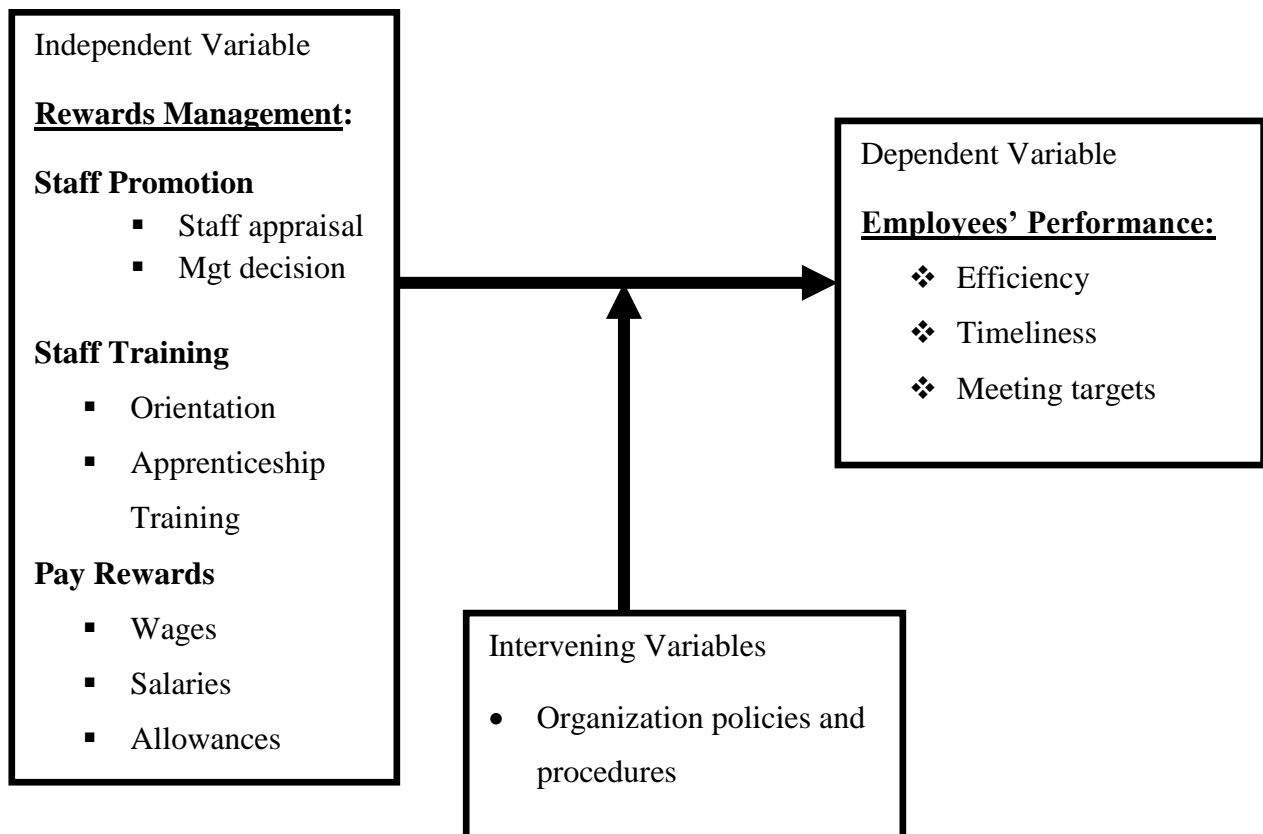
**Staff Pay Rewards:**

Staff pay rewards are financial rewards related to the enhancement of employee's financial well-being. It helps to fulfill the basic and other requirement of employees.

## 1.9 Conceptual framework

The Conceptual frame work shows Rewards Management as both Non-Financial and Financial Rewards i.e. Staff Promotion, staff Training, and pay Rewards such as Staff salaries, Bonus as Independent Valuables and Employees' Performance as Dependent variable with dimensions such as Efficiency, Timeliness and Meeting Targets.

**Figure 1 : Conceptual Framework:**



*Source: Mullins, 2007 and Modified by the researcher*

The Figure looked at the relationship between Rewards Management (Independent variable) and Employees' Performance (Dependent variable). The independent variable includes Staff Promotion, Staff Training and Pay Rewards which influences the dependent variable which includes; Efficiency, Timeliness and Meeting Targets. The relationships between the two variables are influenced by the intervening variables; Organizational policies and procedures and Government policies.

### **1.10 Limitations of the research and solutions**

The research was constrained by inadequate funds; The researcher spent money for lunch, Stationery and Printing. However, the researcher managed to access money loan from financial institutions and relatives to facilitate the research and endeavored to make reasonable piece out of what was available.

The time to the researcher wasn't enough it required various reading of various literature, text books and type setting. This was solved by working together as a team and allocating responsibilities where necessary such that less time was used in the data analysis.

Unwillingness to respond; The researcher encountered the problem of poor response by the respondents hence delaying the exercise. However, through constant communication and physical contacts to follow up on them till responses were obtained.



## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This chapter deals with theoretical parts and empirical reviews of the related studies on the Impact of Rewards Management on Employees' Performance in Non-Governmental organizations. In order to have a clear perception of theories, it was required to fully be aware of the concepts in which the meaning of Rewards and recognition as discussed. To make sure employees are treated as the most important assets of any organization, a good knowledge of what motivates the workforce to reach their full potential is needed (Lawler, 2003). The reward and recognition programs are the most important factors that helps in maintaining the morale of the employees' (Gunnigle, Heraty, & Morley, 2011).

#### **2.1 Theoretical Review**

Various theories explain the impact rewards have on Employees' Performance laying emphasis on the role of Rewards Management in the exercise. These would thus be the theories that would form the foundation of the present study.

##### **2.1.1 The Expectancy theory on Motivation by Victor Vrooms, (1964)**

The Expectancy theory on Motivation by Victor Vrooms, (1964) proposes an individual will behave or act in a certain way because they are motivated to select a specific behavior over other behaviors due to what they expect the result of that selected behavior will be. In the essence, motivation of the behavior selection is determined by the desirability of the outcome. However, at the core of the theory is the cognitive process of how an individual processes the different motivational elements. This is done before making the ultimate choice. The outcome is not the sole determining factor in making the decision of how to

behave. Expectancy theory is about the mental processes regarding choice or choosing. It explains the processes that an individual undergoes to make choices.

The expectancy theory details the relationship between performance and expectations and was given in two dimensions. Expectations are built into the employment relationship, the starting-point of which, from the reward point of view, is undertaking by an employee to provide effort and skill to the employer, in return for which the employer provides the employee with a or a wage, this then raises the performance of the employee whose expectations would have been met, (Armstrong & Taylor, 2014). One dimension is the expectation of an employee of reward equal to the input on the organization and the other dimension is the expectation of the organization of an output by the employee equal to the reward given, (Porter & Lawler, 1973).

This theory thus explains the delicate balance relationship between Rewards Management and Employees' Performance as seen where each depends on the other such that performance depends on reward while at the same time reward depends on performance. This thus becomes the basis on which Rewards Management operates in using rewards to optimally influence Employees' Performance. The theory is supported by instrumentality theory which states that employees work for specific instruments giving a range of instruments to be used as rewards ranging from monetary, recognition and promotion, (Berridge, 2001). Instrumentality theory thus forms the basis of Rewards Management which entails selecting the best reward instrument to be used at any given time and the duration and schedule in which it is to be used as well as the complementing reward instruments coming up with a reward policy and strategy to optimize Employees' Performance.

### **2.1.2 Herzberg's Two Factor Theory**

The theory suggested that people have two sets of needs. (i) Their needs as animals to avoid pain. Their needs as humans to grow psychologically, Herzberg's study consisted of a series of interviews that sought to elicit responses to the questions.

From the results Herzberg concluded that the replies people gave when they felt good about their jobs were significantly different from the replies given when they felt bad. Intrinsic factors, such as work itself, responsibility and achievement seem to be related to job satisfaction. Clearly employees who feel good about their work tend to attribute these factors to them. In contrast, dissatisfied employees tend to cite extrinsic factors such as supervision, pay, and company policies and working condition (Dieleman, et al., 2004).

This theory is relevant to this study because it mentions two factors that affect work performance. That is, extrinsic which include salary and promotion and intrinsic factors which include praise and recognition. Therefore, in this research, rewarding employees' in terms of both intrinsic and extrinsic rewards would be expected to have effect on work performance of employee's work which when aggregated and collectively their performance are extrapolated at company level measures overall organizational Performance.

### **2.1.3 Limitation of theory Gaps**

The expectancy theory provides an explanation as to why some individual chooses to act out a specific behavior as opposed to another take an example of constraining factors which might be supervisory and work group pressures or limitation of ability and skills which might affect some ones Performance. The expectancy theory seems to be idealistic in such a way that few individuals perceive high degree correlation between Performance and rewards but that is not the case in many organization and one finds out that it might be related with other parameters such as position.

Vrooms theory realizes that an Employee's Performance is based on Individual factors such as personality, skills, Knowledge, experience and abilities yet there are other factors that favor the employee to work and perform very well such factors include good working conditions.

The two-factor theory is not free from limitations: The two-factor theory overlooks situational variables. Herzberg assumed a correlation between satisfaction and productivity. Also, the employees will give credit to themselves for the satisfaction factor at work. On the other hand, however, the theory does not put into consideration the element of rational decision making by individual employees and thus it is limited to organizational set motivational policies and procedures.

## **2.2 Overview on Rewards Management**

According to Bratton and Gold (2011), "Reward refers to all forms financial returns and tangible services and benefits employees receive as part of an employment relationship. Rewards Management is about organizations motivating and compensating an employee for his or her service (Jiang, 2009). It doesn't just concern pay/benefits but a wide range of other non-financial benefits such as recognition, learning and development amongst others (Armstrong, 2010). It aims at achieving the business goals by encouraging, commitment, high performance, motivating and retaining employees; it equally aims at aligning the employees' needs to the reward practices of the business (Ghoshal and Bartlett, 2008).

The importance of Rewards Management is heightened by its important role in enhancing Employees' Performance. As a result, a special area of concern for Human resource managers has been the Rewards Management and with special emphasis to its effect on Employees' Performance, (Baptiste, 2008). Efforts have therefore been made by human resources Management theorists to try to establish the relationship between Rewards

Management and Employees' Performance in various sectors of the economy. Expectations are built into the employment relationship, the starting-point of which, from the reward point of view, is a undertaking by an employee to provide effort and skill to the employer, in return for which the employer provides the employee with a salary or a wage, this then raises the performance of the employee whose expectations would have been met, (Armstrong & Taylor, 2014).

According to Armstrong (2010), Rewards Management is more involved with the strategies, policies and processes taken into consideration when an organization is recognizing or rewarding people who contribute positively towards achieving the organizational goals. In other words, Rewards Management is concerns the value given to the employees who contribute with their skills, experience and efforts to the success of the organization (Ramlall, 2004). Rewards Management is not only financial rewards such as pay and benefits, but it also includes non-financial rewards such as recognition, increased job opportunities etc. (Armstrong, 2010).

Academics argue that rewards and recognition are one practice area that plays an important role in engaging employees (Gagne, 2014). According to Armstrong (2012) 'Reward Management deals with the strategies, policies and processes required to ensure that the value of people and the contribution they make in achieving organizational, departmental and team goals is recognized and rewarded. Vicki (2007) agreed that for a company to design its individual reward programs, it needs a reward strategy which gives specific direction on how to go about it. O'Neal (1998) suggests that total reward involves everything that employee's value in the employment relationship. Jiang, Z. (2009) later agrees that total reward includes everything that employees' value in working for their employer. Mehmood, Ramzan, & Akbar, (2013) also suggested that, Reward Management in any organization play three

different but related roles that are: motivating employee, retaining employee and attracting employee, thus making Rewards Management an important thing for the overall employer branding.

In Armstrong, (2010), it is suggested that “definitions of total rewards typically encompass not traditional, quantifiable element like salary, variable pay and benefits, but also more intangible non-cash elements such as scope to achieve and exercise responsibility, career opportunities, learning and development, the intrinsic motivation provided by the work itself and the quality of working life provided by the organization. The reward model by Armstrong (2010), shows the concept of total reward and it illustrates how it combines the two major categories of reward. The Transactional rewards being the tangible financial rewards such as pay rewards in the employment relationship. The Relational rewards are intangible non-financial rewards such as staff promotion and Training that are concerned with the work environment (Armstrong, 2010).

Managers adapt different ways to motivate their employees, and they could adopt total reward system which has been argued that it ‘includes all types of rewards –indirect as well as direct, and intrinsic as well as extrinsic’ (Armstrong, 2010: p 40). Some of these rewards can either be through pay rise, bonuses, praising, recognition, promotion and many more. Also, employees can motivate themselves based on what their needs are, their goals, or even what they expect to achieve at the end of day. These types of motivation are called intrinsic and extrinsic motivation (Armstrong, 2010), which will be looked at individually.

### **2.3 Employees’ Performance**

Employees’ Performance can be said to be the effectiveness and efficiency to which employees of a given organization carry out their day to day duties in order to meet the

Management and customer expectations, (Pierce et al, 2004). It can also be said to be the level to which the employees apply their skills, knowledge and attitudes towards achieving the desired results and meeting the specified objectives, (Rehman, 2009). Bohnstedt & Larsen, (2008) points out that Employees' Performance is often indirectly measured using aspects of employee behavior at work such as speed, courtesy, etiquette, precision, time Management, consistency and influence on other employees.

It is on this basis that Hashim (2000) suggests that the measure of Employees' Performance is the determination of financial profitability and growth attributed to the individual employee as a contribution to the firm. This is supported by Berridge (2001) who argue that the common measures of organizational performance such as profit margin, return on assets, return on equity and return on sales can be attributed to everyone as a contribution. This argument may not however work on the service industries such as the hotel industry where Employees' Performance is seen more on the quality of service delivers to the customers thus subjective to customer perception and satisfaction as given by the expectancy theory.

Employees' Performance however does not become an abstract concept but a concrete concept that can be measured using both SERVQUAL and SERVPERF models. SERVQUAL in this regard means to measure the scale of quality in the service sectors. This service quality framework highlights the main requirements for delivering high quality service. It measures the gap between customer expectations and experience. The SERVPERF score represents the perceived performance on the components of service quality, (Hashim, 2000).

## **2.4 Actual review**

### **2.4.1 Staff Promotion and Employees' Performance**

Cherotich (2012) argues that promotions to the next grade in most organization is through a competitive interview where employees have to show evidence of higher performance than their colleagues competing for the same promotion in order to qualify for the promotion. Sandilyan et al (2012) also asserts that grade structure provides promotion as a very strong motivation for employees to perform highly and attain the non-cash rewards such as recommendations, testimonials, certificates and other non-cash tangible awards which they accumulate to give them a better chance in promotion to the next job grade. Mokaya et al (2013) adds that grade Management is a source of non-ending rewards since employees remain motivated always and are out for opportunities to shine and attain a recognition which they would keep in order to attain a promotion. Wekesa & Nyaroo (2013) also argue that this is a super reward as it gives value to all the other rewards especially the tangible non cash rewards.

Mzera, (2012) however argues that this form of reward would only be a motivator to self-driven employees who would be driven to attain the higher grades as the employees who are comfortable with their present grade however low would not be motivated to perform highly as a way of getting promotion to the next grade as seen in the civil service in Kenya where some employees don't seek promotion to the next grade and sit comfortable in their entry grade till they retire. Such employees would therefore need other reward schemes to motivate their improved performance. On the other hand, the principle of contingent pay is the wage incentive which ties an employee's financial reward directly to performance which in this case is measured by output by paying the employee a fixed rate per unit of output made by the employee. In the service industry the base rate is often expressed in terms of input such as



rate per given period of time. Osterman (2006) also modified the contingent pay structure to include rate as expressed in job rating units. According to Bohnstedt (2008), banks put high value on sales and service and for this reason performance-based Management is used, increasingly tying remuneration to performance, with a differentiated Rewards Management. This works very well with production plants where output is very tangible and quantifiable and with sales teams where volume of sales is easy to determine but not in the service industry such as the hotel industry, (Freeman, 2011).

The simplest form of incentive pay is a promotions ladder (Savych 2005). This requires recruits to accept lower paid port-of-entry jobs. This early period of employment is a screening process. Good performance leads to promotion. When promotion ladders are used as deferred compensation, almost all junior employees who prove themselves are promoted (Savych 2005). The prospect of promotion encourages the good employees to stay and invest in specific human capital. Job seekers will self-select by limiting their applications to the type of jobs where they expect to succeed and be promoted out of the less well paid port-of-entry jobs hence leading to an increase in Employees' Performance.

Benham (1993) stated that promotion is also synonymous to career success where employees are given higher responsibilities or place on higher authority levels. Promotion is considered an important element of human resource Management as it encourages employees to perform with quality. This also represents a significant aspect of the internal selection. In case employees are promoted, they perform with quality but on the other hand some employees perform with quality so as to increase productivity basing on job satisfaction and Training of other personal factors unlike promotion because however much someone is promoted when he or she never attained enough training, still his or her performance will be poor.

Adams (2002) inferred that the older employees who are passed over for promotion are in the reward phases of their delayed payment contracts, where their wages may exceed current productivity. The older and younger employees need not differ in productivity, the younger employees were receiving promotions to increase their wages, motivate effort and to move them closer to the reward phases of their own delayed payment contracts and this improves on their performance.

The organizational member's affective reactions towards their job and to the company are also influenced significantly based on their promotional opportunities (Johnson et al, 1993). As explained by the theories of Maslow and Herzberg, motivation can help in drawing out the best each employee can provide, and this can be achieved by promotion. Employees' reaction towards their job and to the company can be influenced by promotional opportunities because in case one is promoted or is willing to be promoted, he or she will work so hard however much the working conditions might not be good and this in turn increases productivity of the organization due to high performance of the employees as a result of promotion.

### **3.4.2 Staff Training on Employees' Performance**

Laing (2009) defines training as an indicator to enhance superior skills, knowledge, capabilities and outlook of the employees that results in effective performance of the workers. However, he adds one thing more that it (training) extends the production of the organization. Massod (2010) and Khanfar (2011) argued that training is an active means to enable individual to make use of his capability and his potential capability. Training is only considered when people of an organization looking for promotion of rank. Some employees prefer training to improve professional skills that help them to work more efficiently. Professional training enhances knowledge then otherwise (Kennedy, 2009). Career training is very important for development of student's knowledge and learning.

Organization having much better skilled and creative employees can easily avoid wasteful investment to improve efficiency and performance of organization. Training is the most important part of human resource Management function on the effective use of human resources. Now a day, everyone admits the value of training as a major influence on success of the organization. Training enhances knowledge and information about certain field and also adds advantage to networking for efficiency and performance of employees. Human resources are the most valuable assets in every organization, with the machines, materials and the money, absolutely nothing gets done without employees. Training is a development of the knowledge, skills and behavior required by employees to do adequately on confirmed task or job. It can take place in numerous ways, on the job or off the job; in the organization or outside organization.

Training is only considered when people of an organization looking for promotion of rank. Some employees prefer training to improve professional skills that help them to work more efficiently. Professional training enhances knowledge then otherwise (Kennedy, 2009). Training is very important for development of employees' knowledge and learning. Education is backbone within the development of a new society and employee incorporates a pivotal role within the education Management. Every community invests inside the employee schooling by creating the employees' prospective in training methodologies and ways of ensuring maximum outcomes through the Management. In Pakistan key employee's education is a pivotal thought of diverse national and also international companies. These institutions are continuously adding to develop the employee's skills at fundamental level (Shah and Rehana, 2011)

Bowra et al. (2011) has found successful organizations tend to progressively know that there are volume of factors which contribute to performance of organization but human resource is definitely the most essential one. According to Tharenou, Alan and Celia (2007) the goal of training is to enhance the organization effectiveness. It also demands an influence on Employees' Performance, as well as in relation to organizational performance which is mediated by means of Employees' Performance. Aguinis and Kraiger (2009) said that training improves the overall organization profitability, effectiveness, productivity, and revenue and other outcomes that are directly related to the training in improving the quality of services. Thang and Drik (2008) argued that the success of organization is determined by human resources.

Thang and Drik (2008) argued that the success of organization is determined by human resources, definitely not physical resources and is highly endorsed to increase the organization' investments in training to offer superior expertise, knowledge and features pertaining to employees rather than their competitor's relationship between training and organization performance. ALDamoe et al. (2012) claimed that organization performance is measured through financial and non-financial measures like sale, profit, and market share and non-financial factors measures are efficiency, quality of service, productivity of organization, satisfaction of employees and commitment these factors can increase through training. Olaniyan and Lucas (2008) believe that training enhances the employees' capacity to contribute the optimal performance of the organization.

Saleem and Mehwish (2011) suggest that training is major activity of Human Resources Development for employees' development. In this competitive world, training is the key strategy to achieve the organizational objectives. Training benefits Employees' Performance and organizational effectiveness. Attractive Employees' Performance is highly demanding in

this competitive world for achieving the organizational performance. Niazi (2011) said in his study that training is beneficial for both employee and organization. Trained employee can face the current and future challenges of organization and achieve the competitive advantages. ALDamoe et al. (2012) said in his study that highly skillful and knowledgeable staff is very necessary for the improvement of the organization. Training increases the productivity of employee, improves the services of the employee and brings the positive change in the organization. Training gives the outcome in the shape of tangible and intangible.

According to Barzegar and Shahroz (2011), the most important impact of training on employees and organization performance is improve the quality and quantity of organization's output, increase in the organization's profitability, safeguarding the organization stability, minimizing the risk, decrease the organization cost and expenses, improving the Management of the organization and establishing the organization as national and international entities. Training must be related to the mission and performance goals of organization. Singh and Madhumita (2012) believe that training is important mean to improve the employees' productivity which ultimately affects the organization performance and effectiveness.

Okanya (2008) says that training directly influences on the HR outcomes (organizational performance) and puts indirect effect on the organization performance that is mediated with organizational performance. Muzffer et al, (2012) said trained employee is an important asset for the organization. Trained employee achieved the long term goals which are valuable for the organization success. Training improves the interpersonal skills of employee. Training maintains the capability of both employees and organization. Training available to employees

to meet the needs of both the organization and the employee in order to build and retain a work force of skilled and efficient employees.

One major area of the Human Resource Management function of particular relevance to the effective use of human resources is staff training and development. Few people these days would argue against the importance of staff training as a major influence on the success of an organization. Employees are a crucial, but expensive resource. In order to sustain economic growth and effective organizational performance, it is important to optimize the contribution of employees to the aims and goals of the organizations. The importance of staff training as a central role of Management has long been recognized by leading writers. For instance, according to Drucker (1998), the one contribution a manager is uniquely expected to make is to give others vision and ability to perform.

According Cole (2002), in his book *Personnel and Human Resource Management*, staff training is a learning activity directed towards the acquisition of specific knowledge and skills for the purpose of an occupation or task. The focus of staff training is the job or task for example, the need to have efficiency and safety in the operation of particular machines or equipment, or the need for an effective sales force to mention but a few. Staff training is the planned and modification of behavior through learning events, activities and programs which results in the participants achieving the levels of knowledge, skills, competencies and abilities to carry out their work effectively (Gordon 2009). Pheesey (2003) defines staff training as the systematic process of altering the behavior and or attitudes of employees in a direction to increase the achievement of organizational goals. This means for any organization to succeed in achieving the objectives of its staff training program, the design and implementation must be planned and systematic, tailored towards enhancing organizational performance and productivity.

### **2.4.3 Pay-Rewards on Employees' Performance**

Rehman (2009) asserts that higher rewards would motivate the employees as they would feel more appreciated than their colleagues of the same qualification working in other firms and this high satisfaction would be translated to higher performance. Besides on organization paying higher rewards than other in an industry becomes an employer of choice thus there is high competition of prospective employees who would wish to be employed by the organization. This puts pressure on the existing employees Cherotich (2012).

Furthermore, a grade/pay structure Rewards Management is a reward practice which comes up with different pay schemes for different professions in the same organization such as accountants, stewards, kitchen staff, drivers, security personnel, sales team and craftsmen earning different pay schemes which are uniform within the specific job specification, (Ripley, 2002). Apeyusu (2012) also argues that such a Rewards Management gives employees a sense of fairness which according to Herzberg's theory is one of the motivators to employees as they feel accepted and appreciated in the organization. Wekesa & Nyaroo (2013) however argue that the Rewards Management leads to some form of friction within employee circles leading to clubs of super employees and across department sabotages where a group of employees feel less valued than a more rewarded group and constantly engage in negligence of duty either to express displeasure or from a feeling that the group rewarded more should do more work thus they should do less work.

On the other hand, the principle of contingent pay is the wage incentive which ties an employee's financial reward directly to performance which in this case is measured by output by paying the employee a fixed rate per unit of output made by the employee. In the service industry the base rate is often expressed in terms of input such as rate per given period of time. Osterman (2006) also modified the contingent pay structure to include rate as expressed

in job rating units. According to Bohnstedt (2008), banks put high value on sales and service and for this reason performance-based Management is used, increasingly tying remuneration to performance, with a differentiated Rewards Management. This works very well with production plants where output is very tangible and quantifiable and with sales teams where volume of sales is easy to determine but not in the service industry such as the hotel industry, (Freeman, 2011).

Whether in the form of wages, piecework or any other incentive pay, bonuses, stock options, company-paid insurance, or any of the other things that may be given to people for performance, money is important. The way to ensure that money has meaning, as a reward for accomplishment and as a way of giving people pleasure from accomplishment, is to base compensation as much as possible on performance (Koontz and Weihrich, 1990; Edwin, 1993).

According to Ballentine et al. (2009), managers are constantly searching for ways to create a motivational environment where employees to work at their optimal levels to accomplish company objectives. Workplace motivators include both monetary and non-monetary incentives and the purpose of monetary incentives is to reward employees for excellent job performance through money. Monetary incentives include profit sharing, project bonuses, stock options and warrants, scheduled bonuses (Christmas and performance-linked), and additional paid vacation time. Traditionally, these have helped maintain a positive motivational environment for employees (Kepner, 2001).

Motivating employees for better performance encompasses several critical factors: employee engagement, organizational vision and values, Management acknowledgment and appreciation of work well done, overall authenticity of leadership, financial reward, and career advancement among others. Employees are expected to come to the workplace with



the intrinsic motivation and desire to be successful, be value-added and contribute to the obtainment of an employer's vision. Conversely, it is incumbent upon the employer to provide resources, opportunities, recognition and a cohesive work environment for employees to be successful" (SHRM, 2010).

Engagement influences motivation and it is reflected in the extent to which employees commit, how hard they work and how long they stay. People join organizations for different reasons, motivated by intrinsic and extrinsic rewards. Intrinsic rewards are reflected in actions believed to be important. Examples include an employee who wants to help people by providing excellent customer service or a senior manager who gains a sense of accomplishment from overseeing a large corporation. Intrinsic outcomes include responsibility, autonomy, feelings of accomplishment and the pleasure of doing interesting work. Extrinsic motivated behavior includes actions performed with the goal to have material or social rewards, with outcomes such as job security, benefits, vacation time and public recognition. It is the responsibility of managers to motivate employees, with the goal for employees to contribute to the organization. Managers can best motivate employees by offering rewards that are meaningful to them (Daniel & Metcalf, 2005 cited in SHRM, 2010). Perry (2006) did emphasize that employees who participate in their organization's decision-making processes and who feel that they have a voice in the company have a higher job satisfaction.

Rehman (2009) asserts that higher rewards would motivate the employees as they would feel more appreciated than their colleagues of the same qualification working in other firms and this high satisfaction would be translated to higher performance. Besides on organization paying higher rewards that other in an industry becomes an employer of choice thus there is high competition of prospective employees who would wish to be employed by the

organization. This puts pressure on the existing employees. Cherotich (2012) Aside from monetary gain, work provides people with fulfillment on various levels, from earning a living and “doing good work” to aspiring to a vision and ultimately having an impact on the quality of life. Good organizations are always trying to structure the work so as to match the nature of the work with the nature of the employee and to make the work as interesting and enjoyable as possible (Brian, 2013).

## **2.5 Summary of literature**

Consequently, Rewards Management in this regard is concerned with the formulation and implementation of strategies and policies, the purposes of which are to reward people fairly, equitably and consistently in accordance with their value to the organization and thus help the organization to achieve its strategic goals. It deals with the design, implementation and maintain, reward processes, practices and procedures, that aim to meet the needs of both the organization and its stakeholders, (Berridge, 2001). Armstrong (2009) therefore argues that Rewards Management is concerned with the development of appropriate organizational cultures, underpinning core values and increasing the motivation and commitment of employees.

As a result, Employees’ Performance has been of concern to organizations in the current competitive environment since it is now commonly accepted that employees create an important source of competitive advantage for firms, (Armstrong & Murlis, 2007). The importance of Rewards Management is heightened by its important role in enhancing Employees’ Performance. As a result a special area of concern for Human Resource managers has been the Rewards Management and with special emphasis to its effect on Employees’ Performance, (Baptiste, 2008). Efforts have therefore been made by Human

Resources Management theorists to try to establish the relationship between Rewards Management and Employees' Performance in various sectors of the economy.

Organizations work hand in hand with employees to ensure that the Mission and objectives of the organization are achieved and different Rewards Management schemes are used for both financial and Non-financial rewards this includes but not limited to; remuneration, promotions, setting targets and giving rewards and bonuses for those meeting the targets, staff career development, provide good working environment in order to motivate employees, have a competitive advantage, maintain staff and ensure performance. This is a human resource area where by managers have to apply knowledge of Rewards Management to ensure that staff perform very well, this creates competitive advantage over other organizations that are not Managing well Rewards Management, (Weigert,2012). Expectations are built into the employment relationship, the starting-point of which, from the reward point of view, is undertaking by an employee to provide effort and skill to the employer, in return for which the employer provides the employee with a salary or a wage, this then raises the performance of the employee whose expectations would have been met, (Armstrong & Taylor, 2014).

Beeretal, (1984) strongly assert in their research of changing work environment the reality that organizations have totally changed, therefore it's more important for the top Management to carry out new methodologies of developing strong and durable relationship between the organization and employee to achieve the intended objectives.

## **2.6 Literature gap**

This research topic is based on Rewards Management and Employee Performance and key issues and concepts relating to this have been explored in the critical review of literature.

In establishing an effective Reward Management within the organization and cultivating a culture towards continuous improvement and efficiency, backing this up with the appropriate level or combination of rewards at that particular point in time is important. There is certainly no 'one size fits all' approach to the type of Reward Management to apply within the organization. But the timing of that Reward Management and the dynamics of the staff will be vital to its success. In this sense an effective reward and recognition structure will provide a transparent means to get the most for your employees while cultivating a positive work environment.

As Armstrong (2012,) highlights, high performers are usually highly motivated. However, it has been argued that extrinsic rewards may erode intrinsic interest and that working for just money may lead to a less motivated or pleasurable environment. It is the combination of rewards targeted in the right way and to the right individual or group that will improve performance the most.

## **2.7 Conclusion**

It can be concluded that today, it is generally accepted that a combination of rewards from total rewards perspective is the most effective approach to take within an organization. Much of the published literature is now focused around a more comprehensive approach to how we reward our employees. The standard motivation theories are still applicable in today's organizations and as these theories are complimentary to one another, they can also compliment employee engagement and thus performance. According to Armstrong (2009) engagement will exist where employees understand well the nature of their role and where it fits into the bigger picture and where they feel they are intrinsically motivated through a sense of belonging and accomplishment. And this is in accordance with expectancy theory, where a relationship exists between performance and outcomes.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.0 Introduction**

This chapter focused on research design, study area, population of the study, sample size sampling technique, data source, data collection instruments data analysis and presentation.

#### **3.1 Research Design**

Research design as defined by Cooper et al. (2003) is the plan and structure of investigation so conceived as to obtain answer to research questions. The researcher used a Cross-sectional Survey design where quantitative approaches were used, this is because descriptive survey research design and Cross-Sectional survey research design supported the researcher to describe, compare and relate independent Variables and the dependent variables (Creswell and Plano Clerk, 2007).

The researcher was able to obtain information from the employees of the organization and this enabled the researcher to obtain an in-depth Understanding of the individuals and the Organization at large as well as detailed understanding of the study Area (Amin 2005). This is because identifying the factors for the predictors as outcomes was best on quantitative Approach.

#### **3.2 Area of study**

The study was conducted in one of the Non-governmental organization located in Uganda at RHSP. The choice of this study area was due to major failures which are observed in the areas of low morale among employees, low levels of efficiency and less employee commitment. The researcher selected the study area because it was an Organization which is affected by rewards Management challenges.

### 3.3 Study Population

Population is the total collection of elements about which inference is made to all possible cases which are of interest in the study (Sekeran & Bougie, 2010). Kombo & Tromp (2009) define the target population as a group of individuals, objects or items from which samples are taken for measurement. Target population is the totality of cases conforming to the designated specifications as required by the study. In this study the target population was heterogeneous, and it comprised of Managers, Supervisors and other employees totaling to 260. In addition, their education status was good and reasonable and thus proved their ability to understand and respond to the questions accordingly. The populations for this study are the employees at RHSP in Kyotera district. Their current total number of employees at the branch was 260 employees. These were categorized into Managers 15, Supervisors 32, and 213 Employees. (Human Resource Report, 2016).

**Table 3.1: Sample distribution of respondents**

<b>Category</b>	<b>Population</b>
Managers	15
Supervisors	32
Ordinary employees	213
<b>Total</b>	<b>260</b>

*Source: Primary data (2018)*

### 3.4 Sampling technique and procedure

The total of 155 respondents was selected based on Krejcie and Morgan model of 1970 from the study population of 260. After identifying the desired participants, the researcher approached each participant and informed them the purpose of carrying out research and

requested them to participate in the study. During the process 155 participants were categorized as below;

### 3.4.1 Sampling size

The sample size is a list of all those within a population who can be sampled, and may include individuals, households or institutions (Sarndal, Swensson, and Wretman, 2013). Barlett, Kotrlik, and Higgins (2001) defines sample size as a representation a number of observations in a study population and the selection of the sample size is critical in research as it determines the validity and reliability of the data and the entire research findings. After identifying all the departments in RHSP, papers were tone and written on names of departments and later displayed for each head of department in order to be selected; those who selected their respective names of departments were taken to the sample of departments to conduct the study.

**Table 3.2: Sample distribution of respondents**

<b>Category</b>	<b>Population</b>	<b>Sample size</b>	<b>Sampling technique</b>
Managers	15	7	Purposive
Supervisors	32	15	Simple random
Ordinary employees	213	133	Simple random
<b>Total</b>	<b>260</b>	<b>155</b>	

*Source: Primary data (2018)*

### **3.5 Data Collection Methods and Instruments**

#### **3.5.1 Data Collection Methods**

##### **Questionnaire Method**

A questionnaire is a data collection technique in which each person is asked to respond to the same set of question in a predetermined order Saunders et al (2012). The questionnaires were used to assess the impact of Rewards Management on Employees' Performance. The research instruments were constructed after a thorough review of the available published literature, consultation with employees and reflection upon the researcher's knowledge and professional experience. In this study closed ended questionnaires based on a *Likert-Scale format of 1-Strongly disagree, 2-Dis agree, 3-Not sure, 4-Agree and 5-Strongly agree* to employees at RHSP, were used in such a way that the respondent answered the questions with a better guide that the data obtained was easy to process and analyze.

##### **Interview Method**

Interviews are set of questions that are normally asked to the responded and are subject to change depending on the comfort of the responded Saunders et al. (2012). The interview guide was distributed to different staff to obtain more information regarding the Organization.

#### **3.5.2 Data collection Instruments**

##### **Questionnaire**

According to Mugenda & Mugenda (1999) Questionnaires are instruments for data collection that are defined to elicit written respondents from the subject in the study. The advantage of using the questionnaire was that the data obtained would be easy to process and analyze statistically.



The researcher administered questionnaires to the employers and employees of RHSP. The questionnaire contained both close ended and open ended structured questions. The questionnaires were convenient and less time consuming. The questionnaires were piloted as recommended by Saunder et al (2003) who wrote that piloting helps to refine the questionnaire so that respondents will have no problems in answering them.

### **Interview guide**

An interview is a conversation between two or more people where questions are asked by interviewer to elicit facts or statements from the interviewee (Seidman, 1998). This method gave the researcher the freedom to probe the interviewee to elaborate or to follow a new line of inquiry introduced by what the interviewee was saying. These interviews allowed the researcher to clarify ambiguous answers and when appropriate, seek follow-up information. It was easy to enable the researcher to capture important themes on the impact of Rewards Management and organization performance.

A structured interview guide was also drafted with a set of questions that the researcher asked during the interview and these questions were structured in nature. The researcher personally recorded the provided responses as per the study respondents during the process of carrying out the interviews.

The method was applied to collect data from key informant such as Management officers and human resource officers, as allowed to express their views and feeling on the impact of rewards both financial and non-financial rewards to Employees' Performance.

Then the relationship between Rewards Management and Employees' Performance were deeply discussed. It was applied in the research as it gave more room to respondents to explain concerning the impact of rewards in organization and Employees' performance.

Interview was developed based on research objectives as indicated Appendix II.

### 3.6 Quality control Methods

#### 3.6.1 Validity of the Instrument

Amin (2005) refers to validity as appropriateness of the instrument of research. Therefore, validity is the quality that an instrument (tool) used in research is accurate, correct, true, meaningful and right.

According to Katebire (2007), validity refers to the extent to which that data collection instrument collects data that have the characteristics or attributes the researcher wants to measure. Odiya (2009:198) defined validity of an instrument as the ability of the instrument to collect justifiable and truthful data; that is, measuring what it is developed to measure (Odiya, 2009:198). My supervisor and other experts in the field were consulted about the content of instruments, relevancy of question items and their relevancy. Validity of the questionnaires was tested using the Content Validity Test (CVI). According to Dawson (2005), content Validity Index of not less than 0.5 and not above 1 is always accurate for the study. The researcher used the following formula to establish validity of the instruments as shown below:

$$C V I = \frac{\text{Agreed items by all judges as suitable}}{\text{Total numbers of items being judged}}$$

Where;

C - Content

V - Validity

I - Index

$$CVI = \frac{35}{40} = \underline{0.875}$$

The content Validity Index 0.875 is in line with that of Amin, (2004) who contends that a CVI of 0.7 and above is always recommended for the study.

### 3.6.2 Reliability

Reliability refers to the study instruments measuring consistently of what it intends to measure under the same condition (Cronbach, 1976). Reliability according to Cronbach's Alpha is a measure of internal consistency, it was determined using SPSS formula where 0.7 is considered to be acceptable (Amin, 2005) that is, how closely related a –set of items are as a group. Test-Retest Reliability: Determines how much error in a test score is due to problems with test administration.

The researcher administered the same test to the same participants on two different occasions. Correlated the test scores of the two administrations of the same test. To ensure reliability, questionnaires were pretested on 8(Eight) respondents using test- retest method where instruments were tested twice on the same respondents in a period of two days. This helped to ensure that the research instrument yield consistent results.

**Table 3.3: The Reliability of data**

	<b>Objectives</b>	<b>Cronbach's Alpha</b>	<b>No of Items</b>
1	Staff Promotion	.771	10
2	Staff Training	.718	10
3	Pay Rewards	.803	10
4	Employees' Performance	.713	10

*Source: SPSS primary data, 2018*

### 3.8 Data Management and Processing

The data collected from 131 respondents was analyzed using the SPSS package. Using the system, correlation and regression analyses were conducted. These are considered important and instrumental in answering the research objectives set for the research study. To conduct the detailed analysis, the researcher obtained Expert assistance.

### **3. 9 Data Analysis**

#### **3.9.1 Qualitative Data**

The qualitative data collected was reorganized into thematic areas or content analysis for each of the factors under investigation. Words were used to make narrative statements on how to categorize the related data. Information obtained formed text and materials that described events and occurrences. Once the themes, patterns were identified and coded, data was edited and analyzed to determine adequacy, credibility and consistency of information obtained. Punch (2005) defines coding as a concrete activity of labeling data, which gets the data analysis underway and which continues throughout the analysis. The responses elicited were compared with the view of discussing similarities and differences with other responses, other literature and the researchers' opinion.

#### **3.9.2 Quantitative Data**

Quantitative data analysis was done by having raw data coded and tabulated for analysis to determine frequencies and percentages of respondents. Statistical Package for Social Science (SPSS) Version 21 was used for data analysis. Descriptive statistics enables us to meaningfully describe the distribution of scores. Data was then quantified by attaching numerical values to the corresponding options in the closed ended questions and the questionnaire were used to give expected summary of the statistical variables in the study. Measures of Central Tendency (Mean and Standard Deviation) were used to see how spread out the score for each variable. This was vital because it provided information on the extent to which individuals differ on a given variable.

### **3.10 Ethical Considerations**

Ethics refers to well based standards of right and wrong that prescribe what humans ought to do, usually in terms of rights, obligations, benefits to society, fairness or specified virtues.

The Researcher had the following actions undertaken to observe ethics:

A Researcher Assistant was appointed and trained to help in administering interviews with Section Heads. This was done to avoid bias since the Researcher formed part of the study population.

Questionnaires and interviews were adopted as they are appropriate, simple and easy to administer. An anonymity clause at the beginning of the questionnaire attempted to ensure that the findings obtained were truthful.

A declaration at the beginning of the questionnaire and an introduction letter from Uganda Martyrs University was read to the respondents to confirm to them that the research was purely for academic purposes and nothing else.

Request was sought beforehand from the District Leadership to allow interaction with the respondents for this study.

### **3.11 Limitations of the study**

Limited access to relevant information: This was basically from the Team Leaders in Finance and Human resource departments due to the fact that all officers couldn't be available in office at the same time. The researcher in this case had to make prior appointments on specific days to meet the above officers in order to acquire information.

Limited research knowledge on the Subject: Most researchers' topics are based on variables like, Financial Management and Performance, Motivation and Performance, Procurement Procedures and Performance, Planning and Performance, Leading and Performance, organization staffing and Performance, among others. However, the Uganda Public service

has written reports to enhance effectiveness and improved performance of Public Servants. The researcher utilized the said reports and journals in this study.

The other limitation was the belief that the research may never be read, thus people may not get the benefit of the study. It is therefore the Intention of the Researcher to write papers out of the research and present them in conferences especially MOPS forums.

### **3.12 Conclusion**

Chapter Three presented the methodology that was used in the study. It was organized under the sub headings: Introduction, Research Design, Area of Study, Study Population, Sample Size and Sampling Techniques, Data Collection Methods, Quality Control Methods, Data Management and processing, Data Analysis Ethical issues, Limitations of the Study and Conclusion for the Chapter.

## CHAPTER FOUR

### DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS

#### 4.0 Introduction

In this chapter, the results of the study are presented, analyzed and then interpreted. The chapter highlights the response rate, demographic characteristics of the respondents and empirical findings which are presented according to the study objectives which focused on employee promotion, staff training and development and pay rewards as the independent variables versus employee performance as the dependent variable.

#### 4.1 Response rate

**Table 4.1: Response rate**

		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
Valid	Manager	19	14.5	14.5	14.5
	Supervisor	39	29.8	29.8	44.3
	Employee	73	55.7	55.7	100.0
	<b>Total</b>	<b>131</b>	<b>100.0</b>	<b>100.0</b>	

*Source: Primary data (2018)*

The researcher had a total population of 260 and from that; a sample size of 155 was selected for the study. Of those sampled respondents, a total of 131 returned their questionnaires and giving a total response rate of 84.5%. Mugenda & Mugenda suggest that a response rate of 50% and above is adequate when quantitative data is collected. Therefore 84.5% was a good response for the study and also suggests that the survey results were representative of the study population.

## 4.2 Bio data of respondents

The study sought to establish whether the background information of the respondents that is; gender, age, marital status, and qualifications influenced the relationship between Rewards Management and Employees Performance as below;

### 4.2.1 Gender of respondents

This section examines the gender of respondents which was categorized as male and female. A question about gender of respondents was administered and the results were analyzed using descriptive statistics and are presented in table 4.2 below.

**Table 4.2: Gender of respondents**

		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Valid	Male	53	40.5	40.5	40.5
	Female	78	59.5	59.5	100.0
	<b>Total</b>	<b>131</b>	<b>100.0</b>	<b>100.0</b>	

*Source: Primary data (2018)*

The findings in table 4.2 above revealed that majority of the respondents were female (59.5%) followed by the male at 40.5%. This may imply that Rakai Health Sciences Program employs more female workers than male.



#### 4.2.2 Age of respondents

**Table 4.3: Age of respondents in years**

		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
Valid	18-25	29	22.1	22.1	22.1
	26-35	70	53.4	53.4	75.6
	36-45	18	13.7	13.7	89.3
	46 and above	14	10.7	10.7	100.0
	<b>Total</b>	<b>131</b>	<b>100.0</b>	<b>100.0</b>	

**Source: Primary data (2018)**

The findings in table 4.3 above revealed that majority of the respondents were in the age group 26 - 35 years (53.4%), followed by 18-25 years (22.1%), 36-45 years were (13.7%) and above 46 years were (10.7 %). The findings imply that all the respondents were mature enough to give reliable information.

#### 4.2.3 Marital status of respondents

**Table 4.4: Marital status of respondents**

		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
Valid	Single	42	32.1	32.1	32.1
	Married	70	53.4	53.4	85.5
	Widow	7	5.3	5.3	90.8
	Divorced	12	9.2	9.2	100.0
	<b>Total</b>	<b>131</b>	<b>100.0</b>	<b>100.0</b>	

**Source: Primary data (2018)**

The findings in table 4.4 above revealed that majority of the respondents were married (53.4%), followed by the single (32.1%), (9.2%) were divorced and lastly (5.3%) were widowed. Though marriage is not a guaranteed measure, the findings may imply high degree of responsibility among the employees of RHSP.

#### 4.2.4 Level of Education of Respondents

**Table 4.5: Level of Education of Respondents**

		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
Valid	Certificate	13	9.9	9.9	9.9
	Diploma	32	24.4	24.4	34.4
	Degree	69	52.7	52.7	87.0
	Masters	15	11.5	11.5	98.5
	Others	2	1.5	1.5	100.0
	<b>Total</b>	<b>131</b>	<b>100.0</b>	<b>100.0</b>	

*Source: Primary data (2018)*

The study findings in table 4.5 above revealed that majority of the respondents were Degree holders (52.7%), followed by Diploma holders with (24.4%), respondents with masters' degree were (11.5%), Certificate holders were (9.9%) while those categorized as others were (1.5%).

#### 4.2.5 Period respondents have worked for the organization

**Table 4.6: Period respondents have worked for the organization**

		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
Valid	1-5	17	13.0	13.0	13.0
	5-10	66	50.4	50.4	63.4
	10-15	31	23.7	23.7	87.0
	Above 15	17	13.0	13.0	100.0
	<b>Total</b>	<b>131</b>	<b>100.0</b>	<b>100.0</b>	

**Source: Primary data (2018)**

The findings in table 4.6 revealed that majority of the respondents had worked for a period 5 – 10 years with (50.4%), followed by 10-15 years (23.7%) and lastly those 1-5 and 15 and above (13%) respectively. This implies that the questionnaires were administered to respondents who had reliable information since they had worked for the organization for some longer time.

#### 4.2 6 Department respondents belong to

**Table 4.7: Department of respondent**

		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
Valid	Manager	19	14.5	14.5	14.5
	Supervisor	39	29.8	29.8	44.3
	Employee	73	55.7	55.7	100.0
	<b>Total</b>	<b>131</b>	<b>100.0</b>	<b>100.0</b>	

**Source: Primary data (2018)**

Study findings from table 4.7 revealed that majority of the respondents were ordinary employees with (55.7 %), followed by supervisors with (29.8%) and lastly managers at (14.5%). The implication here is that the tool was used to right people to whom rewards are offered so they would provide reliable information.

### **4.3 Indicative findings of the study**

#### **4.3.1 Effect of staff Promotion on Employee Performance**

To understand response on staff Promotion on employee performance within RHSP, the respondents were introduced to different items to have their say. Their responses were computed by making an aggregate of responses given by respondents to the 5-items and 5 point Like scale (1= strongly disagree, 2= disagree, 3= not sure, 4= agree and 5= strongly agree), which sought to measure the effect of staff Promotion on employee performance within RHSP which were categorized according to their means and standard deviations as follows:

**Table 4.8: Descriptive Statistics on Staff Promotion**

<i>Items</i>	<i>N</i>	<i>Min</i>	<i>Max</i>	<i>Mean</i>	<i>Std. Deviation</i>
I was recently promoted	131	1	5	4.31	.885
Managers decide on whom to promote in our organization basing on skills.	131	1	5	4.18	1.099
I have prospects for career development in the Management profession	131	1	5	4.16	1.080
My promotion ladders are used as deferred compensation	131	1	5	4.08	.997
The prospect of promotion encourages the good staff to stay and invest in specific human capital	131	1	5	4.08	1.071
I usually apply for jobs where they expect to succeed and be promoted out of Performance	131	1	5	3.73	1.282
I consider career success where I will be given higher Responsibilities	131	1	5	4.18	1.014
Promotion encourages me to perform with care and due diligence	131	1	5	4.10	.983
My promotion implies an increase in salary	131	1	5	4.11	1.132
My promotion represents a significant aspect of the internal selection and recruitment Management in this Organization	131	1	5	3.24	1.472
<b><i>Average scores</i></b>	<b>131</b>			<b>4.017</b>	<b>1.1015</b>

**Source: Primary data (2018)**

The findings in table 4.8 revealed that majority of the respondents agreed that they were being promoted in the organization with mean score 4.31 and standard deviation of 0.885. This implies that employees of RHSP are usually promoted as a way of motivating them though some respondents had divergent ideas about this issue because of a high standard deviation.

These findings are in line with Mokaya et al (2013) adds that promotion is a source of non-ending rewards since employees remain motivated always and are out for opportunities to

shine and attain a recognition which they would keep in order to attain a promotion. Wekesa & Nyaroo (2013) also argues that this is a super reward as it gives value to all the other rewards especially the tangible non-cash rewards.

On finding out whether management decides who to promote, respondents also agreed that management decides on whom to promote within the organization and this is represented by mean score 4.18 though with standard deviation of 1.099. This means that management sometimes has the right to decide who to be promoted within the organization.

When interviewed one of the respondents had to say *that promotion is mainly based on the level of skills, experience and specified knowledge on specific areas, but in addition they argued that the organization has a scheme of sponsorship where those who have upgraded are promoted.*

These findings are in line with Benham (1993) who complements that promotion is also synonymous to career success where employees are given higher responsibilities or place on higher authority levels. Promotion is considered an important element of human resource management as it encourages employees to perform with quality. This also represents a significant aspect of the internal selection.

Regarding whether respondents had prospects for career development in the Management profession, a number of respondents agreed to the statement with average mean score of 4.16 and standard deviation of 1.080. This implies that some employees get the opportunity for career development in management a profession which motivates some employees to perform better.

The findings in this particular case are contrary to findings of Savych (2005) who opined that promotion ladders are used as deferred compensation, almost all junior employees who prove

themselves are promoted. The prospect of promotion encourages the good employees to stay and invest in specific human capital where they expect to succeed and be promoted out of the less well paid port-of-entry jobs hence leading to an increase in Employees' Performance.

In respect to whether promotion ladders are used as deferred compensation, findings in table 4.8 show that respondents agreed with mean score 4.08 and standard deviation of 0.997. This implies that in RHSP promotion ladders are used as a compensation strategy although some respondents had divergent views about the statement.

As to whether the prospect of promotion encourages the good staff to stay and invest in specific human capital, majority of the respondents agreed with mean score 4.08 and standard deviation of 1.071. This implies that RHSP uses promotion as a strategy to retain their staff and values their human capitals which contribute to good employee performance in the organization.

The findings complement those of Sandilyan et al (2012) also asserts that grade structure provides promotion as a very strong motivation for employees to perform highly and attain the non-cash rewards such as recommendations, testimonials, certificates and other non-cash tangible awards which they accumulate to give them a better chance in promotion to the next job grade.

Findings in table 4.8 also showed that respondents were in agreement that they consider career success where they can be given higher Responsibilities with mean score 4.18 and standard deviation of 1.475. This implies that some employees in Rakai Health Science Program look at career success as a motivator and this influences their performance in the organization for better results and this is because of the responsibilities given to them through promotion which triggers employees to perform better.

Mzera, (2012) however argues that this form of reward would only be a motivator to self-driven employees who would be driven to attain the higher grades as the employees who are comfortable with their present grade.

On finding out whether Promotion encourages employees of RHSP to perform with care and due diligence, findings in table 4.8 revealed that a number of respondents were in agreement to this question represented by mean score 4.10 and standard deviation of 0.983. This implies that promotion motivates majority of the respondents to perform with due diligence which yields good results to the organization as well as to individual employees.

In respect to whether promotion implies an increase in salary, findings show that majority of the respondents agreed to the statement with mean score 4.11 and RHSP though some respondents had different views about this statement as indicated by the standard deviation values.

The findings are in line with the principle of contingent pay is the wage incentive which ties an employee's financial reward directly to performance which in this case is measured by output by paying the employee a fixed rate per unit of output made by the employee. In the service industry the base rate is often expressed in terms of input such as rate per given period of time. Osterman (2006) also modified the contingent pay structure to include rate as expressed in job rating units.

Regarding whether promotion represented a significant aspect of the internal selection and recruitment, majority of the respondents agreed with mean score 3.24 and standard deviation of 1.472. This implies that before one is promoted management take enough time in the selection and recruitment process so as to ensure that the employees the organization gets are the right people who can even take up other positions when promoted in other positions.



However, some respondents had divergent ideas about the statement probably because the selection and recruitment exercise is normally carried out by management.

#### **4.3.2 Effect of Staff Training on Employee Performance**

To understand response on Staff Training on Employee Performance within RHSP, the respondents were introduced to different items to have their say. Their responses were computed by making an aggregate of responses given by respondents to the 5-items and 5 point Like scale (1= strongly disagree, 2= disagree, 3= not sure, 4= agree and 5= strongly agree), which sought to measure the effect of staff training on Employee Performance within RHSP which were categorized according to their means and standard deviations as follows:

**Table 4.9: Descriptive Statistics on Staff Training**

<i>Items</i>	<i>N</i>	<i>Min</i>	<i>Max</i>	<i>Mean</i>	<i>Std. Deviation</i>
Staff Training enhances superior skills, knowledge, capabilities	131	1	5	4.08	1.050
Training is an active means to enable me make use of my capability	131	1	5	3.96	1.291
Training is only considered when my organization is looking for promotion of rank.	131	1	5	2.59	1.503
I prefer training to improve professional skills that help me to work more efficiently	131	1	5	4.23	1.057
Career training is very important for development of my knowledge and learning	131	1	5	3.96	1.166
I avoid wastage of resources due to training skills obtained	131	1	5	3.60	1.424
The value of training is a major influence on success of my organization	131	1	5	3.85	1.304
Training enhances knowledge and information about certain field and also adds advantage to networking for efficiency and my performance	131	1	5	4.24	1.029
Training enhances me perform Several activities for the Organization	131	1	5	4.02	1.225
Training improves the overall organization profitability, effectiveness, productivity, and revenue	131	1	5	2.93	1.510
<b>Average scores</b>	<b>131</b>			<b>3.746</b>	<b>1.2559</b>

**Source: Primary data (2018)**

On finding out whether Staff training enhances superior skills, knowledge, capabilities of respondents, findings in table 4.9 above show that majority of the respondents agreed with mean score 4.08 and standard deviation of 1.050. This implies that providing training to staff of Rakai Health Science Program motivates them to perform better hence good employee

performance. However, some respondents did not agree to the statement as this is represented by a high standard deviation.

One respondent mentioned that *training programs existing within RHSP are in- country training, more so degrees masters and PhD programs are among the programs sponsored by the organization in order for the employees to gain more skills for better performance”*

According to Laing (2009) training as an indicator to enhance superior skills, knowledge, capabilities and outlook of the employees that results in effective performance of the workers. However, he adds one thing more that it (training) extends the production of the organization. Massod (2010) and Khanfar (2011) argued that training is an active means to enable individual to make use of his capability and his potential capability.

In respect to whether training is an active means to enable employees make use of their capabilities, majority of the respondents agreed to this statement with mean score 3.96 and standard deviation of 1.291. This implies that provision of the necessary training to employees enable employees to explore their capabilities towards performance of their duties which improves on employee’s performance.

Regarding to whether training is only considered when the organization is looking for promotion of rank, majority of the respondents disagreed to this statement with mean score 2.59 and standard deviation of 1.503. This implies that training is always provided irrespective of whether one is to be promoted or not though some respondents had divergent ideas on this statement.

Some employees prefer training to improve professional skills that help them to work more efficiently. Professional training enhances knowledge then otherwise (Kennedy, 2009). Career training is very important for development of student's knowledge and learning.

Respondents were asked whether they prefer training to improve professional skills that help them to work more efficiently, Findings in table 4.9 revealed that most of the respondents agreed with mean score 4.23 and standard deviation of 1.057. This implies that most of the employees in RHSP prefer training as one of the ways in which they can improve on their performance.

Organization having much better skilled and creative employees can easily avoid wasteful investment to improve efficiency and performance of organization. Training is the most important part of human resource management function on the effective use of human resources. Now a day, everyone admits the value of training as a major influence on success of the organization (Kennedy, 2009).

To whether career training is very important for development of my knowledge and learning, majority of the respondents agreed with mean score 3.96 and standard deviation of 1.166. This implies that providing training to employees is vital for the development of knowledge and learning as this can influence employee's Performance in RHSP.

Every community invests inside the employee schooling by creating the employees' prospective in training methodologies and ways of ensuring maximum outcomes through the Management. In Pakistan key employee's education is a pivotal thought of diverse national and also international companies. These institutions are continuously adding to develop the employee's skills at fundamental level (Shah and Rehana, 2011).

In respect to whether employees avoid wastage of resources due to training skills obtained, majority of the respondents agreed to this statement with mean score 3.60 and standard deviation of 1.424. This implies that providing training to employees improves on their efficiency hence minimizing resource wastage.

Bowra et al. (2011) has found successful organizations tend to progressively know that there is volume of factors which contribute to performance of organization, but human resource is definitely the most essential one.

In respect to whether the value of training is a major influence on success of the organization, majority of the respondents agreed to this statement with mean score 3.85 and standard deviation of 1.304. This implies that providing training to employees is a major influence to the success RHSP which can enhance performance of employees.

On whether training enhances knowledge and information about certain field and also adds advantage to networking for efficiency, a number of the respondents agreed with mean score 4.24 With standard deviation of 1.029. This implies that training provided in RHSP Science helps employees in acquisition of information from other field which improves on employee's flexibility and hence improved performance.

According to Tharenou, Alan and Celia (2007) the goal of training is to enhance the organization effectiveness. It also demands an influence on Employees' Performance, as well as in relation to organizational performance which is mediated by means of Employees' Performance.

Respondents were also asked whether training enhances them perform several activities for the Organization. Findings in table 4.9 reveal that majority of the respondents agreed with mean score 4.02 and standard deviation of 1.225. This implies that providing training

enhances employees to perform several tasks which improves employee performance though some respondents had contradicting views about the same statement as represented by a high standard deviation.

Aguinis and Kraiger (2009) said that training improves the overall organization profitability, effectiveness, productivity, and revenue and other outcomes that are directly related to the training in improving the quality of services. Thang and Drik (2008) argued that the success of organization is determined by human resources.

To find out whether training improves the overall organization profitability, effectiveness, productivity, and revenue, respondents disagreed to the statement with mean score 2.93 and standard deviation of 1.510. This implies that RHSP being a nonprofit making organization, training does not contribute to the profitability and revenue of the organization and instead training may even be costly on the side of the organization through paying for training services. However, a high standard deviation implies some respondents believe that training has a bearing to organization profitability and revenue due to a high standard deviation obtained since by providing training more skills are acquire which increases productivity hence increase in organization revenue.

The findings are not in agreement with those of Saleem and Mehwish (2011) who suggested that training is major activity of Human Resources Development for employees' development. In this competitive world, training is the key strategy to achieve the organizational objectives. Training benefits Employees' Performance and organizational effectiveness. Attractive Employees' Performance is highly demanding in this competitive world for achieving the organizational performance. Niazi (2011) said in his study that training is beneficial for both employee and organization.

### 4.3.3 Effect of Pay Rewards on Employee Performance

To understand response on pay rewards on Employee Performance within RHSP, the respondents were introduced to different items to have their say. Their responses were computed by making an aggregate of responses given by respondents to the 5-items and 5 point Like scale (1= strongly disagree, 2= disagree, 3= not sure, 4= agree and 5= strongly agree), which sought to measure the effect of pay rewards on employee performance within RHSP which were categorized according to their means and standard deviations as follows:

**Table 4.10: Descriptive Statistics on Pay Rewards**

<i>Items</i>	<i>N</i>	<i>Min</i>	<i>Max</i>	<i>Mean</i>	<i>Std. Deviation</i>
I am paid a salary that is enough to cater for my basic needs	131	1	5	3.11	1.394
I am provided with Medical insurance	131	1	5	3.96	1.166
Salary payments are prompt	131	1	5	4.17	1.145
I am usually paid weekly duty allowances	131	1	5	3.18	1.518
Extra allowances paid to me helps to complete tasks and meet targets	131	1	5	2.85	1.481
I always save some money for personal investments	131	1	5	1.79	1.215
It is possible to get advance payment from the organization in case I have a financial problem	131	1	5	3.01	1.547
My organization organizes end of year party for staff	131	1	5	1.99	.809
Staff who perform well are given prizes	131	1	5	2.58	1.414
I am always provided with transport	131	1	5	3.08	1.471
<b>Average scores</b>	<b>131</b>			<b>2.97</b>	<b>1.316</b>

**Source: Primary data (2018)**

Findings in table 4.10 revealed that when respondents were asked whether they are paid a salary that is enough to cater for their basic needs, majority of the respondents agreed to the statement with mean score 3.11 and standard deviation of 1.394. This implies that employees of RHSP are paid a salary which is just enough to cater for their basic needs and survival but not very high that would enable the employees to leave some luxurious life style. However, a high standard deviation implies that some respondents did not agree that they are paid a salary which is enough to cater for their basic needs.

An interview held with one of the managers revealed that *challenges faced by management during pay rewards is limited funds to pay enough salary to all employees that can cater for all their needs.*

To whether respondents were provided with Medical insurance, majority of the respondents agreed with a mean score of 3.96 with a standard deviation of 1.166. This implies that employees of RHSP are provided with medical insurance which improves on employee performance especially when they face health challenges since they are sure of medical services. On the other hand, some respondents had divergent ideas about the matter as reflected by standard deviation.

Whether in the form of wages, piecework or any other incentive pay, bonuses, stock options, company-paid insurance, or any of the other things that may be given to people for performance, money is important. The way to ensure that money has meaning, as a reward for accomplishment and as a way of giving people pleasure from accomplishment, is to base compensation as much as possible on performance (Koontz and Wehrich, 1990; Edwin, 1993).

In respect to whether Salary payments are prompt, majority of the respondents agreed with mean score of 4.17 and standard deviation of 1.145. This implies that salaries of employees in



RHSP are prompt which motivates most of the employees to perform though with mixed reactions from other respondents represented by standard deviation values.

On the other hand, in contradiction, the principle of contingent pay is the wage incentive which ties an employee's financial reward directly to performance which in this case is measured by output by paying the employee a fixed rate per unit of output made by the employee. In the service industry the base rate is often expressed in terms of input such as rate per given period of time. Osterman (2006) also modified the contingent pay structure to include rate as expressed in job rating units.

As to whether respondents are usually paid weekly duty allowances, most of the respondents agreed with mean score 3.18 and standard deviation of 1.518. This implies that some employees are motivated by the weekly duty allowances so as to work hard for the organization. However, some respondents diverted away from the rest about this question which accounts for the high standard deviation as seen in table 4.10.

Cherotich (2012) Aside from monetary gain, work provides people with fulfillment on various levels, from earning a living and "doing good work" to aspiring to a vision and ultimately having an impact on the quality of life. Good organizations are always trying to structure the work so as to match the nature of the work with the nature of the employee and to make the work as interesting and enjoyable as possible (Brian, 2013).

Further, respondents from RHSP were asked whether the extra allowances paid to them helps to complete tasks and meet targets and results from table 4.10 above show that majority of the respondents disagreed with mean score 2.85 and standard deviation of 1.481. This implies that the allowances paid to the employees are not enough to encourage them to work and complete the tasks in order to meet the set targets of the organization.

On finding out whether employees from RHSP always save some money for personal investments, majority of the employees disagreed to the statement with mean score 1.79 and standard deviation of 1.215. This implies that since the employees are just paid a salary which is just enough for them to acquire the basic needs it is hard for them to save part of that money for future investment.

On whether it was possible to get advance payment from the organization in case an employee has a financial problem, majority of the respondents were not sure as this is represented by mean score 3.01 and standard deviation of 1.547. This implies that some employees are not sure whether the organization can pay advances to the employees since some respondents seem not ask for salary advances. However, a high standard deviation implies that some employee's access salary advances from the organization to cater for their basic needs since the organization seem to be paying low salaries to its employees.

Rehman (2009) asserts that higher rewards would motivate the employees as they would feel more appreciated than their colleagues of the same qualification working in other firms and this high satisfaction would be translated to higher performance. Besides on organization paying higher rewards that other in an industry becomes an employer of choice thus there is high competition of prospective employees who would wish to be employed by the organization. This puts pressure on the existing employees.

To find out whether the organization organizes end of year party for staff, a number of respondents disagreed to the statement with mean score 1.99 and standard deviation 0.809. This implies that the organization does not offer its employees end of year parties which demotivates a number of employees of Rakai Health Science Program to perform as expected.

As to whether staff who perform well are given prizes, still respondents disagreed to this statement with mean score 2.58 and standard deviation of 1.414. The implication of this is that the organization does not offer Non monetary rewards to its employees which affect employee performance.

Findings are not in line with Rehman (2009) asserts that higher rewards would motivate the employees as they would feel more appreciated than their colleagues of the same qualification working in other firms and this high satisfaction would be translated to higher performance.

As to whether employees are always provided with transport, majority of the respondents agreed to the statement with mean score 3.08 standard deviation of 1.471. This implies that as one of the ways to motivate employees to go and work they are provided with transport allowances. However, some respondents had different perception about this which justifies the high standard deviation.

#### 4.3.4 Employee Performance

To understand response on employee performance within RHSP, the respondents were introduced to different items to have their say. Their responses were computed by making an aggregate of responses given by respondents to the 5-items and 5 points Like scale (1= strongly disagree, 2= disagree, 3= not sure, 4= agree and 5= strongly agree), which sought to measure employee performance within RHSP which were categorized according to their means and standard deviations as follows:

**Table 4.11: Descriptive Statistics on Employee Performance**

<b>Items</b>	<b>N</b>	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>Std. Deviation</b>
I produce quality work for the organization	131	1	5	4.37	.767
I am committed to my work	131	1	5	4.24	.755
My creativity improves on productivity	131	1	5	4.37	.788
I am more efficient with resource utilization of the organization	131	1	5	4.44	.814
I can easily take up additional tasks of the Organization	131	1	5	4.53	.716
I fulfill the set targets for my organization	131	1	5	4.50	.748
I can easily perform my duties without supervision	131	1	5	4.44	.724
I use less time to accomplish tasks assigned to me	131	1	5	4.20	.845
I submit my reports on time	131	1	5	4.31	.812
I can easily beat deadlines for my tasks	131	1	5	4.17	1.145
<b>Average scores</b>	<b>131</b>			<b>4.357</b>	<b>0.8114</b>

*Source: Primary data (2018)*

Findings in table 4.11 revealed that majority of the respondents agreed to that they produce quality work for the organization with mean score 4.37 and standard deviation of 0.767. This implies that because of the good motivation system in RHSP employees produce quality work.

On finding out whether employees are committed to their work, majority of the respondents agreed with mean score 4.24 and standard deviation of 0.755. This implies that employees of RHSP are committed to their work which improves their performance. In fact, interviews revealed that most of the employees in RHSP are motivated, committed, and hardworking which has resulted into improvement in Performance.

These findings are in line with Benham (2009) who complements that employees apply their skills, knowledge and attitudes towards achieving the desired results and meeting the specified objectives.

As to whether my creativity improves on productivity, respondents agreed to this question with mean score 4.37 and standard deviation of 0.788. This implies that most of the respondents believe they are creative enough which improves on the organizations productivity and this could probably be as a result of training provided to the employees making them more creative and hence productive.

*When interviewed one of the managers he had to say that the main benefits of training members in the organization are; employees trained have better skills and knowledge which has led to employee productivity. However, he had to reveal some challenges faced by employees during training were failure to allocate time for studies and work and finances needed to provide necessary training to all employees.*

When respondents were asked whether they are more efficient with resource utilization of the organization, majority of the respondents agreed with mean score 4.44 and standard deviation

of 0.814. This implies that employees of RHSP utilize organization resources efficiently which improves on organization performance and this could also be attributed to good motivation systems in place which affects resource utilization. However, some respondents had different views about the matter as represented by standard deviation results.

As to whether employees can easily take up additional tasks of the Organization, majority of the respondents agreed to the statement with mean score 4.53 and a standard deviation of 0.716. This implies that employees find it easy to take up additional tasks due to the motivation provided to them which improves organization performance.

To find out whether employees fulfill the set targets for the organization, majority of the respondents were in agreement with the statement as shown by mean score of 4.50 but with a standard deviation of 0.748. This implies that most of the employees can fulfill the set targets for the organization which improves organization performance and enables the organization to achieve its intended objectives.

When respondents were asked whether they can easily perform their duties without supervision, majority of the respondents agreed to the statement with mean score 4.44 and standard deviation of 0.724. This implies that a number of employees in RHSP Science are self-driven and can perform their duties without supervision by their bosses since they are motivated well.

To find out whether employees use less time to accomplish tasks assigned to them, majority of the employees agreed with mean score 4.20 and standard deviation of 0.845. This implies that most of the employees use less time when doing organization tasks which has direct bearing on organization performance in relation to efficiency.

As to whether employees submit reports on time, a number of respondents agreed with a mean score of 4.31 and standard deviation of .812. This implies that some employees can do their work on time which improves on organization performance.

These findings are in line with Pierce et al (2004) who complements that Employees' Performance can be said to be the effectiveness and efficiency to which employees of a given organization carry out their day to day duties in order to meet the Management and customer expectations,

As to whether employees can easily beat deadlines for their tasks, majority of the respondents agreed with mean score 4.17 and standard deviation of 1.145. This implies that because employees of Rakai Health Science Program are motivated, it acts as a driving force towards organizational Performance.

#### 4.4 Relationship between Rewards Management and Employees' Performance

The study sought to examine the extent to which Rewards Management affects Employees Performance. Basing on correlations, model summary, ANOVA values and coefficients of variation findings are discussed below;

##### 4.4.1 Relationship between Staff Promotion and Employee Performance

The study sought to find out the relationship between staff promotion and employee performance and below are the findings;

**Table 4.12: Correlations between Staff Promotion and Employee Performance**

		Staff Promotion	Employee Performance
<b>Employee promotion</b>	Pearson Correlation	1	.703**
	Sig. (2-tailed)		.000
	N	131	131
<b>Employee Performance</b>	Pearson Correlation	.703**	1
	Sig. (2-tailed)	.000	
	N	131	131

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

From table 4.12 above, the study findings revealed a correlation coefficient  $r=0.703^{**}$ ,  $P=0.01$  level of a two tailed test given by Pearson Correlation with 131 degrees of freedom. Hence the study findings imply that there is a strong positive significant relationship between Employee Promotion and Employee Performance in RHSP. This further means that a unit increases in staff promotion leads to a unit improvement in employee performance and vice versa. This confirms the positive hypothesis that was stated as “there is a positive relationship between Staff Promotion and Employees' Performance”. This further implies that when



employees are given Promotions it is a sign of recognition and a motivator as well. The findings are in line with the Expectancy theory on Motivation by Victor Vrooms, (1964) proposes an individual will behave or act in a certain way because they are motivated to select a specific behavior over other behaviors due to what they expect the result of that selected behavior will be. Therefore, the management of RHSP should enhance promotion of employees if employee performance is to be improved.

#### 4.4.2 Relationship between Staff Training and Employee Performance

The study sought to find out the relationship between staff training and Employee Performance and below are the findings;

**Table 4.13: Correlation between Staff Training and Employee Performance**

		<i>Staff Training</i>	<i>Employee Performance</i>
Staff Training	Pearson Correlation	1	.781**
	Sig. (2-tailed)		.000
	N	131	131
Employee Performance	Pearson Correlation	.781**	1
	Sig. (2-tailed)	.000	
	N	131	131

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

From table 4.16 above, the study findings implies employee’s performance of  $r = 0.781^{**}$ , P-value= 0.01 level of a two-tailed test with 131 degrees of freedom.

Hence the study findings imply that there is a strong positive significant relationship between Staff Training and Employees’ Performance in RHSP.. As staff training increases employees

level of performance also increases and a decrease in staff training reflects a decrease in employees' level of performance. This implies that when employees are provided with the necessary Training, it motivates them to work due to additional skills acquired which improves Employee Performance. It also meant, the hypothesis that was stated as “There is no significant relationship between Staff Training and Employees’ Performance was rejected and a new hypothesis that confirms the relationship between variables was accepted. Therefore, the management of RHSP should provide the necessary training to employees if employee performance is to be realized.

#### 4.4.3 Relationship between Pay Rewards and Employee Performance

The study sought to find out the relationship between staff promotion and employee performance and below are the findings;

**Table 4.14: Correlation between Pay Rewards and Employee Performance**

		Pay Rewards	Employee Performance
Pay Rewards	Pearson Correlation	1	.560**
	Sig. (2-tailed)		.000
	N	131	131
Employee Performance	Pearson Correlation	.560**	1
	Sig. (2-tailed)	.000	
	N	131	131

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

Table 4.14 above shows that the study findings revealed a correlation coefficient,  $r=.560^{**}$  P-value= 0.01 level of a two tailed test with 131 degrees of freedom. Hence the study findings imply that there is a moderate positive significant relationship between Pay Rewards and

Employees' Performance in RHSP. This also implies that when employees are paid well, it motivates them to work hard with morale hence improved employee performance. It also meant, the hypothesis that was stated as "There is no significant relationship between Pay Rewards and Employees' Performance was rejected and a new hypothesis that confirms the relationship between variables was accepted Therefore management of RHSP should enhance Pay Reward if employee performance is to be improved.

#### 4.5 Effect of Reward Management on Employee Performance

##### 4.5.1 Multi-regression Analysis on Rewards Management and Employees' Performance

The researcher carried out a multiple regression analysis with an aim of examining the effect of Reward Management as the independent variable with dimensions of employee promotion, staff training and pay rewards on Employee Performance as the dependent variable. The results from regression analysis are presented in table 4.24 below:

**Table 4.15 Model Summary Reward Management on Employee Performance**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.692 <sup>a</sup>	.480	.467	.45582
a. Predictors: (Constant), Pay rewards, Employee promotion , Staff training				

*Source: Primary data, 2018*

The R explains the normal relationship of 0.692, and the R-square of 0.480 explains the model accuracy. The R<sup>2</sup> adjusted is 0.467 which implies that the independent variables (Staff promotion, Training and Pay rewards) explains 46.7% of the variations in employee performance at RHSP and the remaining 53.3% is explained by other factors that need to be investigated, and these factors include; management style, leaves, provision of daily welfare inform of breakfast, housings, social events and ore more so employees should be given

realistic targets that are attainable. These findings are in line with Armstrong, (2010) who opines that rewards doesn't just concern pay/benefits but a wide range of other non-financial benefits such as recognition, learning and development among others. It aims at achieving the organizational goals by encouraging, commitment, high performance, motivating and retaining employees; it equally aims at aligning the employees' needs to the reward practices of the business (Ghoshal and Bartlett, 2008).

**Table 4.16 ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24.310	3	8.103	39.000	.000 <sup>a</sup>
	Residual	26.387	127	.208		
	Total	50.697	130			
a. Predictors: (Constant), Pay rewards , Employee promotion , Staff training						
b. Dependent Variable: Employee performance						

*Source: primary data, 2018*

The F-values of 39.000 confirms the significant relationship. However the residual value of 26.387 greater than the regression value of 24.310 implied that errors in this study were ineligible.

**The table 4.17: Coefficients of Regression of Reward Management on Employee Performance**

<i>Model</i>	<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	<i>T</i>	<i>Sig.</i>
	<i>B</i>	<i>Std. Error</i>	<i>Beta</i>		
(Constant)	1.161	.233		4.992	.000
Staff Promotion	.449	.134	.532	3.350	.001
Staff Training	.691	.144	.692	4.812	.000
Pay Rewards	.334	.166	.396	2.016	.047

**a. Dependent Variable: Employee Performance**

The findings in table 4.26 above revealed that Staff Training was the best predictor of Employee Performance (Beta 0.692) followed by Promotion (Beta 0.532) and Pay Rewards (Beta 0.396). This implies that Employee Performance is best achieved through Staff Training therefore the management of RHSP should invest more resources and manage Staff Training properly if they are realize good performance from their employees. All the three variables significantly predict employees' performance at RHSP.

## 4.6 Conclusion

Using the equation of the line Matrix;  $Y = \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + C$

**Where;**

$\beta$  -Beta values

X1- Staff Promotion

$\beta_1$ - 0.532

X2-Staff Training

$\beta_2$ -0.692

X3-Pay Rewards, and

$\beta_3$ -0.396

Y-Employee Performance

C-constant

Therefore, the best predictor among the three variables in this study was Staff Training (Beta-value =0.692). This implied that Staff Training contributes 69.2% effects to Employees' Performance, followed by Staff Promotion 53.2% and the least Predictor was Pay Rewards with 39.6%. The overall contribution of Rewards Management (Independent Variable) on Employees' Performance (dependent Variable) on average is 54.0% effects. This implied that remaining 46% is contributed by other factors that should not be neglected and these include; Social, Economic and Political factors.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.0 Introduction**

This Chapter presents the Summary, Conclusions and Recommendations of the study presented per objective. The study set out to assess the effects of Rewards Management on Employees' Performance in RHSP and was guided by the following specific objectives: to examine the relationship between staff promotion and employee performance, to examine the relationship between staff training programs and Employee Performance and to assess the relationship between pay rewards and employee performance.

#### **5.1 Summary of Findings**

##### **5.1.1 Effect of Employee Promotion on Employee Performance**

From the findings, majority of the respondents agreed that Promotion affects their Performance, and this is justified by the average mean score of 4.017.

The study findings also revealed a correlation coefficient  $r = 0.703^{**}$ ,  $P\text{-value} = 0.01$  level of a two-tailed test with 131 degrees of freedom. Hence the study findings imply that there is a high positive significant relationship between promotion and Employee Performance.

On running the regression to ascertain the effect of promotion and employee performance, findings revealed that promotion affects employee performance in RHSP by Beta value of 0.53. Therefore, employee promotion significantly affects employee performance in RHSP

##### **5.1.2 Effect of Staff Training on Employee Performance**

The study findings revealed that majority of the respondents in RHSP agreed that staff training affects their performance as evidenced by the average mean score of 3.746.

The study findings also revealed a correlation coefficient  $r = 0.781^{**}$ ,  $P\text{-value} = 0.01$  level of a two tailed test with 131 degrees of freedom. Hence the study findings imply that there is a very high positive significant relationship between Staff Training and Employee Performance.

In addition, a Beta value of 0.692 was obtained when a regression was run to ascertain the extent to which staff training affect employee performance in RHSP. Hence, staff training significantly affects employee performance.

### **5.1.3 Effect of pay Rewards on Employee Performance**

The study findings revealed that respondents were neutral about this dimension of reward management in RHSP this is because some respondents agreed while others disagreed that Pay Rewards affect their performance as evidenced by the average mean score of 3.00.

The study findings also revealed a correlation coefficient  $r = 0.560^{**}$ ,  $P\text{-value} = 0.01$  level of a two tailed test with 131 degrees of freedom. Hence the study findings imply that there is a moderate relationship between Pay Rewards and Employee Performance in RHSP.

A regression analysis of also showed a Beta value of 0.396, implying that pay rewards affects employee performance but the effect is not significant because of the low Beta value with a moderate relationship.

## **5.2 Conclusions**

### **5.2.1 Promotion and Employee Performance**

The study findings revealed that there is high positive significant relationship between promotion and Employee Performance. Employee promotion when appropriately carried out in an organization can result into better Employee Performance. It therefore follows that Management should adopt it to enhance employee performance in RHSP.



It was concluded that Promotion positively influences Employee Performance, so the Management of RHSP should pay attention to it.

### **5.2.2 Staff Training and Employee Performance**

The study findings revealed that there is a high positive significant relationship between Staff Training and Employee Performance. Training of staff if well managed as a direct bearing on Employee Performance. It was therefore concluded that staff training greatly and positively influences Employee Performance in RHSP so the management of RHSP should take it seriously if they are to achieve high performance from employees.

### **5.2.3 Pay Rewards and Employee Performance**

The study findings revealed that there is a moderate positive significant relationship between pay Rewards and employee performance. It was concluded that pay rewards have an average effect on employee performance.

### **5.3 Recommendations**

Basing on the study findings, the researcher made the following recommendation;

#### **5.3.1 Effect of staff promotion on Employee Performance**

A strong relationship was revealed between employee promotion and Employee Performance. It is thus recommended that management of RHSP should make good use of the employee promotion plans to identify good performing employees for promotion since it has been discovered that it is one of the ways in which employees can be rewarded. Hence match efforts should be taken during attraction and recruitment of competent and result oriented employees should who can be promoted incase need a rise in order to ensure Employee Performance.

#### **5.3.2 Effect of Training on Employee Performance**

A very strong relationship was revealed between Training on Employee Performance. The researcher therefore recommends that the management of RHSP should invest more resources in training programs such as in-service training, workshops since it has been observed that it has a direct effect on improving employee performance. Hence much investment should be devoted towards training to guarantee performance. Some employees may be less productive simply because they lack the necessary training.

#### **5.3.3 Effect of Pay Rewards and Employee Performance**

A moderate relationship was revealed between Pay Rewards and Employee Performance. The respondents had mixed responses on the issue of pay rewards. The researcher therefore recommends that the management of RHSP should work on the policies regarding remuneration of their staff if good performance is to be realized. This can be in form of increased salaries, allowances and other monetary benefits since results have shown that they are not well managed compared to other dimensions of the study like staff promotion and

staff training. Therefore, though the organization cannot do without pay rewards, but less attention or investment should be targeted to it since some employees did not attach much value it as compared to other dimensions of the study.

#### **5.4 Suggestions for Further Research**

In the process of carrying out the research study, there were some areas that could have been included in the study if it were not for the scope of the research study. In line with this, these areas were left out but could form an important part of another research study in the future.

The following areas are suggested to be addressed to supplement or compare the results of the study.

Incentive programs and employee performance

Non-financial incentives and employee productivity

Employee Performance Management and Control

The same study could be repeated with a different Case, preferably in Government owned enterprises. The researcher's view is that the findings from the study cannot be used to generalize what is obtaining in the Public Service in Uganda. It therefore follows that related or similar studies in the Public Service entities need to be conducted to have a better view on this policy shift in the Management of Human resource in the Public Sector in Uganda.

Motivation and Employee Performance

Communications Dimensions and Employee Performance

Succession Management and Employee Performance

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## APPENDIX I: QUESTIONNAIRE

Dear respondent,

I am SEMANGO GEOFFREY a master's student of Business Administration and Management (MBA) at Uganda Martyrs University. I am conducting a study on ***“Rewards Management and Employees performance in Rakai Health Sciences Program”***. You have been identified as a potential respondent for this study. Any information provided will be treated with utmost confidentiality and will only be used for academic purposes and will only be produced in an aggregated form.

### SECTION A: BACKGROUND INFORMATION OF THE RESPONDENTS

*(Tick in the appropriate box provided)*

1. Gender

a) Male

b) Female

2. Age

a) 18-25years

b) 26-35

c) 36-45

d) Above 46 years

3. Marital status

a) Single

b) Married

c) Widow

d) Divorced



4. What is your level of education

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

5. For how long have you worked in Rakai Health Sciences Program?

- (a) 1-5 years
- (b) 5-10 years
- (c) 10-15 years
- (d) 15 and above years

6. Which section do you work in?

- a) Management
- b) Supplies and Logistics
- c) Accounting & Finance
- d) Human Resource Management
- e) Others specify.....

## REWARDS MANAGEMENT AND EMPLOYEES' PERFORMANCE

### SECTION A: Employee Promotion

Please indicate the extent to which you agree of the following statements by indicating a tick in the box of your choice. Use the key below when answering the following questions

*Apply a tick where applicable using the following keys.*

**5. Strongly agree    4. Agree    3. Not sure    2. Disagree    1. Strongly disagree**

NOs	<b><i>Employee Promotion</i></b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
1.	I was recently promoted					
2.	Managers decide on whom to promote in our organization basing on skills					
3.	I have prospects for career development in the Management profession					
4.	My promotion ladders are used as deferred compensation					
5.	The prospect of promotion encourages the good staff to stay and invest in specific human capital					
6.	I usually apply for jobs where they expect to succeed and be promoted out of Performance					
7.	I consider career success where I will be given higher Responsibilities					
8.	Promotion encourages me to perform with care and due diligence					
9.	My promotion implies an increase in salary					
10.	My promotion represents a significant aspect of the internal selection and recruitment Management in this Organization					

**SECTION B: STAFF TRAINING**

Please indicate the extent to which you agree of the following statements by indicating a tick in the box of your choice. Use the key below when answering following questions

*Apply a tick where applicable using the following keys.*

**5. Strongly agree    4. Agree    3. Not sure    2. Disagree    1. Strongly disagree**

No.	Staff Training and Development	5	4	3	2	1
1.	Staff training enhances superior skills, knowledge, capabilities					
2.	Training is an active means to enable me make use of my capability					
3.	Training is only considered when my organization is looking for promotion of rank.					
4.	I prefer training to improve professional skills that help me to work more efficiently					
5.	Career training is very important for development of my knowledge and learning					
6.	I avoid wastage of resources due to training skills obtained					
7.	The value of training is a major influence on success of my organization					
8.	Training enhances knowledge and information about certain field and also adds advantage to networking for efficiency and my performance					
9.	Training enhances me perform Several activities for the Organization					
10.	Training improves the overall organization profitability, effectiveness, productivity, and revenue					

**SECTION C: PAY REWARDS**

Please indicate the extent to which you agree of the following statements by indicating a tick in the box of your choice. Use the key below when answering following questions

*Apply a tick where applicable using the following keys.*

**5. Strongly agree    4. Agree    3. Not sure    2. Disagree    1. Strongly disagree**

No.	Pay Rewards	5	4	3	2	1
1.	I am paid a salary that is enough to cater for my basic needs					
2.	I am provided with Medical insurance					
3.	Salary payments are prompt					
4.	I am usually paid weekly duty allowances					
5.	Extra allowances paid to me helps to complete tasks and meet targets					
6.	I always save some money for personal investments					
7.	It is possible to get advance payment from the organization in case I have a financial problem					
8.	My organization organizes end of year party for staff					
9.	Staff who perform well are given prizes					
10.	I am always provided with transport					

**SECTION D: EMPLOYEES' PERFORMANCE**

In this section tick in the box corresponds to your view/options according to scales.

**5. Strongly agree    4. Agree    3. Not sure    2. Disagree    1. Strongly disagree**

		<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
1.	I produce quality work for the organization					
2.	I am committed to my work					
3.	My creativity improves on productivity					
4.	I am more efficient with resource utilization of the organization					
5.	I can easily take up additional tasks of the Organization					
6.	I fulfill the set targets for my organization					
7.	I can easily perform my duties without supervision					
8.	I use less time to accomplish tasks assigned to me					
9.	I submit my reports on time					
10.	I can easily beat deadlines for my tasks					

***Thank you for your cooperation***

**APPENDIX II: INTERVIEW GUIDE TO STAFF OF RAKAI HEALTH SCIENCES**

**PROGRAM**

1. Mention the procedures followed by Rakai Health Sciences Program in ensuring Staff Promotion

.....  
.....

2. Mention some of the challenges faced by Rakai Health Sciences Program during Staff Promotion

.....  
.....

3. What are the advantages gained by Rakai Health Sciences Program in carrying out Staff Promotion?

.....  
.....

4. What strategies should the Government/ Rakai Health Sciences Program of Uganda enact to ensure that employees are promoted regularly within their organizations

.....  
.....

5. Mention some of the training programs that exist within Rakai Health Sciences Program

.....  
.....

6. Mention some of the benefits gained by staff and your organization after Training

.....  
.....

7. Mention some of the challenges faced by employees during Training at Rakai Health Sciences Program

.....  
.....

8. What has your organization done to ensure smooth Training and Development of staff

.....  
.....

9. Mention some of the best financial Rewards that have been adopted by your organization

.....  
.....

10. What are the challenges faced by organization in ensuring that Pay Rewards are administered to staff?

.....  
.....

11. Mention some of the benefits of Pay Rewards to your organization

.....  
.....

12. What strategies should your organization establish to ensure smooth Reward Management processes?

.....  
.....

***Thanks for your cooperation***