UGANDA MANAGEMENT INSTITUTE

REWARD MANAGEMENT AND EMPLOYEE PERFORMANCE

AT ICOBI – SHEEMA DISTRICT, UGANDA

BY

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DECLARATION

I Godwin Arikwera hereby declare that the work presented in this report is my original work and confirm to the best of my knowledge that it has never been submitted either in part or in full for publication or award of the degree of Masters of Management Studies (Public Administration and Management) of Uganda Management Institute.

Signature ………………………………….

Date …………………………………………..

APPROVAL

This dissertation has been submitted for examination with our approval as supervisors.

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UMI Supervisor

ACKNOWLEDGEMENT

DEDICATION

This work is dedicated to my Dear wife Natukunda Innocent, Children Atuhureire Martha Godinno and Atwijukire Mathew Godinno and my Dear parents, Mr. James Tumuhairwe, Mrs. Joy Tumuhairwe for the care, support and for continuous guidance, and for paying school fees for my early education that has enabled me to reach this level.

More importantly, I also dedicate this work to the families of Mr. & Mrs. Boaz Atuhairwe and Mr. & Mrs. Rwakashaija Godfrey for their genuine love, support and care while staying with them; to my sisters whose contribution has always been enormous; to Mr. Twesigye Dennis who has been there for me in Kampala whenever I was occupied with this piece of work; and finally to my relatives and friends for supporting me spiritually and financially, and for their continued encouragement during my course of study.

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LIST OF ACRONYMS

ICOBI: Integrated Community Based Initiatives

HBVCT: Home Base Voluntary Counseling and Testing

HCT: HIV Counseling and Testing

HIV: Human Immune Deficiency Virus

AIDS: Acquired Immune Deficiency Syndrome

CDC: Centers for Disease Control

NGO'S: Non Governmental organizations

USAID: United States Agency for International Development

SOP: Standard Operating Procedures

CSS: Cross Sectional Survey

ART: Anti Retroviral Therapy

CEO: Chief Executive Officer

SPSS: Statistical Package for social sciences

ABSTRACT

The study investigated the relationship between reward management and employee performance at ICOBI. The objectives were to establish the relationship between pay, training, promotion opportunities and employee performance at Integrated Community Based Initiatives (ICOBI). The study population was 120 where a sample size of 100 was selected and of these respondents, 70 responded (70% response rate). Data was collected using the interview guide, a questionnaire and analyzed using SPSS. The study is underpinned by Adam Stacy's Equity Theory of motivation and Victor Vroom's Expectancy theory; the findings revealed that 1% increase in training will result in employee performance increase by 78.3%. The study findings indicated that there is a positive strong statistically significant relationship between promotion and performance. The study concluded that rewards motivate staff, however, some of the respondents disagreed that lack of motivation has hindered me to perform as expected, and there is positive impact in the department performance due to training. The study also concluded that promotion increase employee performance which increases job commitment. The study recommends that administrators at ICOBI should improve motivation packages; it also recommends that administrators should continue and increase training since training benefited job performance. Lastly, it recommends that ICOBI should setup a system for promotion, majority of respondents disagreed that criterion used for promotion.

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This study examined the relationship between reward management and employee performance at ICOBI. Reward management was conceived as the independent variable while employee performance was conceived as the dependent variable.

This chapter also presents the background to the study, the statement of the problem, the purpose and objectives of the study, research questions, hypotheses, scope, significance and justification of the study and finally, a definition of concepts. In addition the conceptual framework that contains the variables under study, which have been operationally defined.

1.2 Background to the study

1.2.1 Historical Perspective

ICOBI's mission is to develop and implement holistic and sustainable programs that contributes to the achievement of the Millennium Development Goals (MDGs) Today's reality in the global world is that people are being influenced by important aspects of organizational Performance in a multitude of ways People are conceived and implement the organizational strategy, while the mix of people and systems mostly are determined by an organization's capabilities. Competencies are required to execute the strategy, and these competencies are primarily a function of the skills and knowledge of an organization's human capital. Therefore, if an organization is to treat its employees as its most important asset, it has

to be knowledgeable about what it is that motivates people to reach their full potential (Lawler, 2003). It was not easy though to know all the things that motivate people in life or at work but an effort has to be made.

Traditionally, individual performance in organizations has centered on the evaluation of performance and the allocation of rewards.

Organizations are starting to acknowledge planning and enabling individual performance have a critical effect on organizational performance. Strategic success for the organization lies in focusing attention at all levels on key business imperatives, which can be achieved. The planning process is one of the primary elements of the total reward system. It is the process that impacts performance between pay checks and provides the basis on which individuals results are measured. It is the bonding agent in programmes that direct reward management to true performance.

The primary focus of reward management and recognition programs is how organizations define their reward schemes and communicate this in a manner that employees clearly understand the link between reward management and employee performance (Flynn, 1998). Rewards and recognition programmes create environments especially where jobs provide intrinsic rewards good feelings that people get from doing the work itself. Yet in many organizations, recognition is reserved for an elite few and rewards are defined solely in terms of wages and salaries.

Effective recognition enhances employee motivation and increases employee productivity all of which contribute to improved organizational performance (Deeprose, 1994). Baron (1983) argues that there is a close relationship between rewards and job performance. He notes that if successful performance does in fact lead to organizational rewards, such performance could

be a motivational factor for employees. Under such conditions, they can see that their efforts result in rewards consequently, they may be motivated to exert higher levels of effort on the job. The notion of rewarding employees for "a job well done" has existed since the 19th century when piece-work systems were first implemented (Schiller, 1996, 89). Piece-work systems simply involve plans which directly associate the employee's level of pay to their output levels. From these piece-work systems evolved the traditional merit program. The traditional merit program is based on performance appraisals which employers evaluate to determine whether or not the employee deserves an increase in pay. This type of merit program could be seen within both the public and private sectors organizations. MacLean (1990) argues that in general, employers were losing money with the traditional merit programs used during this period.

Under the traditional system, a "meritorious" employee received a permanent pay increase that affected basic salary. If the performance of that employee declined, the organization lost money. Because both public and private employers began to lose faith in the traditional merit programs, they realized they "needed to develop new guidelines for assessing how well services were being delivered to citizens" (Brosz & Morgan, 1977: 7) thus justifying the emergence of performance-based rewards.

So merit programs lost their appeal in the 1990's (Lisa, 1997). Today many organizations are implementing incentive programs, which recognize employee's efforts and reward them accordingly in a multitude of ways. Incentive programs have been in existence since the beginning of the nineteenth century. Since then the idea of what an incentive program is for both the employer and the employee has changed. Incentive programs used to be simply a method of payment, meaning the more one produce more one makes.

Today the definition of an incentive program has broadened to include not only a way of paying employees but a way of reducing costs for the employer, while at the same time rewarding the employee for making the extra effort. In the last decades, a number of countries have adopted pay-for-performance in order to modify the traditional salary scales. In the past, rewards generally referred to pay and for many years, rewards programs were viewed primarily as a necessary evil to attract and retain competent employees. Attitudes towards rewards programs, and awareness of their strategic value, are now changing. Increasingly, organizations are also realizing that a properly designed and executed total rewards can be a powerful driver of employees' performance. An organization's reward system is meant to provide and maintain appropriate types and levels of pay, benefits and other forms of rewards. Performance-based reward management has a long history in Non- governmental organizations, particularly in the United States of America. The reward system in an organization consists of its integrated policies, processes, and practices for rewarding its employees in accordance with their contribution, skills, and competences. This implies that performance based reward corresponds closely with employees' actual experiences.

The distinguishing feature of a performance-based scheme is that it rewards or sanctions employees based upon some form of performance evaluation. Distinctions in performance-based reward programs are found in the skills assessed and the rewards provided. Most individually-based programs have used pecuniary rewards for high levels of performance, usually defined in terms of employees' outcomes or skills and knowledge. Today some analysts have proposed that intrinsic rewards, such as seeing employees improve in performance, and increased feelings of well-being are better motivators of employees.

Researchers have shown that managers can apply different ways to reward employees, but that it is important that managers keep in mind that different ways would have a different

motivational effect on different people. To get optimum results from a motivational strategy, the manager has to realize and understand issues, which requires recognition of each Individual's unique values, beliefs and practices. Important to consider is that different motivation may affect an employee in different ways at different points in time because conditions, needs and personal objectives are not static but in constant state of flux (Lawler, 2003)

1.2.2 Theoretical Perspective

This study was based on Adam Stacy's Equity Theory of motivation and Victor Vroom's Expectancy theory. The Equity Theory states that employees expect fairness when being rewarded for the work done. The theory was developed from the Hertzberg's job satisfaction theory and linked to the reward management by Adam Stacy. An important factor in employer's motivation is whether individuals perceive the reward structure as being fair. The Equity theory essentially refers to an employee's subjective judgment about the fairness of the reward she/he got in comparison with the inputs (efforts, time, education, and working experience) when compared with others in the organization.

The Equity theory of motivation concerns on the people's perception and feelings on how they are treated as compared with others (Armstrong, 2001). The argument is that people work well in accordance to what they regard as fair. Employees consider whether management has treated them fairly, when they look at what they receive for the effort they have made. Maicibi (2003) agrees with this that employees expect rewards or outcomes to be broadly proportional to their effort. In this regard, Boddy and Patron (1998) give the formula below to illustrate the comparison.

Input (A) =Input (B)

Reward (A) =Reward (B)

Employee A compares the ratio of his/her input to his/her reward to that of employee B. If he/she feels the ratios are similar, he/she is bound to be satisfied with the treatment received. If he/she feels inadequately treated, he or she is bound to be dissatisfied. This dissatisfaction is likely to breed tension and frustration in such employees and their consequent performance may be negatively affected and this may perhaps further lower rewards (Boddy & Patron 1998). Much as Employees must be rewarded, employers' perception towards performance-based rewards can depend on many factors such as politically rewarding someone because of his/her political affiliation and circumstantial instances.

1.2.3 Conceptual Perspective

This definition pointed out an obvious desired outcome of rewards and recognition: to improve performance. Non-monetary recognition can be very motivating, helping to build 1feelings of confidence and satisfaction (Kelle, 1999). Another important goal was to increased employee retention. Jimenez (1999) reports on retention research identified consistent employee recognition as a key factor in retaining top-performing workers. To achieve desired goals, reward management has been closely aligned to organizational systems (Allen & Helms 2002.

Zigon (1998) offered a variety of ways to reward management desired performance and increase the likelihood of it happening again, and more frequently than it would have, without these types of interventions.

Zigon's (1998) ideas gave managers a lot of flexibility both to offered rewards at various cost levels and to find out rewards that match what individual employees will find valuable. To be really effective, this takes time and effort on managers' parts, to get to know different employees' likes and dislikes. How effective is non-cash recognition? Various anecdotal evidence reports nonmonetary recognition as an important factor in retaining excellent employees and for improving performance. A quick search of news service data base points to articles extolling various perks such as an in-house chiropractor, spa gift certificates, days-off, fancy parties and the use of personal trainers. The givers of such perks see these rewards as a way to keep high performing employees in a shrinking job market; and certainly companies like Walt Disney World have documented the success of employee recognition programs (Lynch, 2003).

Non-monetary rewards can be part of comprehensive performance improvement strategy. The type of recognition employees appreciate most is to be recognized by people they work directly for. In fact, 78% of employees indicated that it was very or extremely important to be recognized by their managers when they do good work (Nelson, 2004). The number one choice for recognition is sincere praise given in a timely manner with specific examples. Allen and Helms'(2002) research confirmed the importance of regular expressions of appreciation by managers and leaders to encourage behavior of employees to reach strategic goals; and this was true for each of the systems they examined.

Reward management is the degree to which reward allocations are based on employee performance in contrast seniority, favoritism or any other nonperformance criterion. Jacob (2005) citing Van der post et al. (1997) reported that the organization's reward management should be perceived by employees as reinforcing the notion that most employees are good performers and there should be a linkage between reward and performance. Reward

management consists of analyzing and controlling employee remuneration, compensation and all of the other benefits for the employees. Reward management aims to create and efficiently operate a reward structure for an organization. Reward structure usually consists of pay policy and practices, salary and payroll administration, total reward, minimum wage, executive pay and team reward.

The definition of rewards encompasses the overall value proposition that the employer offers to the employee according to Armstrong (2001). It is a total package that includes compensation (Comprising of base pay, short-term incentives and long-term incentives), benefits (including health, retirement and work/life benefits, which account for an increasing portion of the rewards package) and careers (including training and development, stretch assignments and career incentives).

Other rewards consist of financial rewards (fixed and variable pay) and employee benefits, which all together may comprise total remuneration. Reward management also incorporates non-financial rewards like recognition, praise, achievement, responsibility and professional growth, and in many cases, performance management processes (Armstrong, 2001).

In general, employees perform more energetically when they feel strongly connected to and valued by the organization.

Performance refers to the accomplishment of a given task measured against present known standards of accuracy, completeness, cost and speed according to Boddy (2008).

For purposes of this study, performance based reward refered to what an employee earns as a result of his/her performance despite his/her skillfulness, knowledge and the level of education.

1.2.4 Contextual Perspective

The study was carried out at Integrated Community Based Initiatives and it is located at Kabwohe Itendero Town Council in Sheema District in South Western Uganda and it was started in 1994. ICOBI has also been effective in the areas of preparing, collecting and disseminating scientific information concerning patterns, interventions and prevalence of HIV and AIDS and other related matters.

The organization was started by individuals in South Western Uganda with support from the Centers for Disease Control and Prevention (CDC) and United States Agency for International Development (USAID) and has since grown into a national organization with its head office in Kampala and South Western Regional Offices in Kabwohe in Sheema District, Uganda and nearly 120 staff who include senior Departmental managers, Technical staff and other supporting staff.

ICOBI has continued to offer HIV counseling and Testing (HCT) services as its main area of expertise since 1994 and has been expanding its scope of services. ICOBI annual report (2010) indicates that a cumulative total of over 5,300,000 clients had received HCT from ICOBI since 1994 as at September 30th;   in 2010 alone 730,000 clients out of the targeted 860,000 clients were counseled, tested and given their results which fell below the expected performance (ICOBI) annual report, 2010.

ICOBI's performance has been weak in the area of assisting and stimulating the expansion of voluntary counseling and testing services throughout the whole country. This is according to the ICOBI annual report (2010), the organization was able to provide counseling and testing services to 10 Districts in South Western Uganda and therefore out of 112 districts in the country only 10 were covered.

ICOBI is among the NGO's in Uganda which was established to provide better health services in the communities.

This included letting people know their status through Home Base Voluntary Counseling and Testing (HBVCT) for Human Immune Deficiency Virus (HIV). It was founded as a response to increasing demand from people who wanted to know their HIV status.

In spite of its achievements, ICOBI has noted that it has not been able to reach all its potential clientele through facility based and outreach services. According to ICOBI strategic plan for 2009-2013, the number of clients seeking HCT services increased over the years, and in the course of its planning processes, it realized that there was a need to scale up services not only geographical but also in scope so as to ensure a wider coverage of services at community level. Since 2005, ICOBI being among the major HCT provider in Uganda has contributed 2.6% of the total National coverage for HIV counseling and testing (ICOBI annual report 2010). It employs staff of different technical expertise in areas of training, counseling, Laboratory, medical, among others.

1.3 Statement of the problem

ICOBI rewards its employees using recognition, staff end of year parties, giving some of the staff physical lunch and breakfast. Despite all the efforts made by ICOBI to reward its

employees, performance has remained low; apparently reward management is not taken at the centre stage in terms of implementation and appreciation by the top managers as once they pay employees' salaries other financial rewards seem to be considered as privileges by most heads of departments and a few managers (ICOBI Human Resource Manual, 2010).

According to ICOBI report of 2010-2011, there was a decline in staff performance in terms of quick and better service delivery to ART patients. Negligence by some of the staff in handling ART patients is very evident; patients wait for too long for medical attention and sometimes are asked to pay for the services which are supposed to be for free.

Therefore to understand the reasons responsible for the inadequate reward and performance, there are still many unanswered questions. Funding agencies and government have continued to complain that the organization is not performing to the required standards as manifested by failure to meet targets set by the different funding agencies and inadequate quality of reports against the indicators being monitored.

The deadlines set for submission of monthly, quarterly and annual reports are not respected due to late submission of reports from the field and the long process of review and making corrections at the headquarters.

In 2011 the organization received a very tough feedback from some of the key Donor agencies regarding delayed reporting and quality of reports, one of the key donors CDC rejected to renew one of the projects and reduced the budget allocation and changed the funding mechanism from a binding cooperative agreement to fixed contract agreement and yet during that period, the conditions of staff were revised and general working conditions improved (ICOBI Annual Report, 2011).

ICOBI made improvements in trainings, appraisals and increment on allowances but this did not improve the performance of the employees. If this problem is not handled and even

addressed quickly; there is a risk of closure of the organization which could lead to disruption in research, HIV/AIDS treatment, support and care services in the country and loss of jobs for over 120 employees. The study helped the researcher to establish the relationship between reward management and employee performance in ICOBI, despite the efforts to improve the working conditions of the staff.

1.4 Purpose of the study

The purpose of this study was to investigate the relationship between reward management and employee performance at ICOBI.

1.5 Objectives of the study

(i) To examine the relationship between pay and employee performance at Integrated Community Based Initiatives (ICOBI).

(ii) To establish the relationship between training and employee performance at Integrated Community Based Initiatives (ICOBI).

(iii) To find out the relationship between promotion opportunities and performance of employees in Integrated Community Based Initiatives (ICOBI).

1.6 Research questions

(i) What was the relationship between pay and employee performance at Integrated Community Based Initiatives (ICOBI)?

(ii) What was the relationship between training and employee performance at Integrated Community Based Initiatives (ICOBI)?

(iii) What was the relationship between promotion opportunities and performance of employees at Integrated Community Based Initiatives (ICOBI?

1.7 Research hypotheses

(i) There is a relationship between pay and employee performance in Integrated Community Based Initiatives (ICOBI).

(ii) There is a relationship between training and employee performance in Integrated Community Based Initiatives (ICOBI).

(iii) There is a relationship between promotion opportunities and performance of employees in Integrated Community Based Initiatives (ICOBI)

1.8 Conceptual Framework

Independent Variables

Reward Management

Pay
- Contingent pay
- Bonuses
- Allowances
- Salary Increment
- Remuneration

(Dependent Variable)
Employee Performance
- Efficiency & Effectiveness
- Time management
- Attendance

Training
- Philosophy of training
- On – job training
- Coaching

Promotion
- Basis of promotion
- Time
- Change of roles
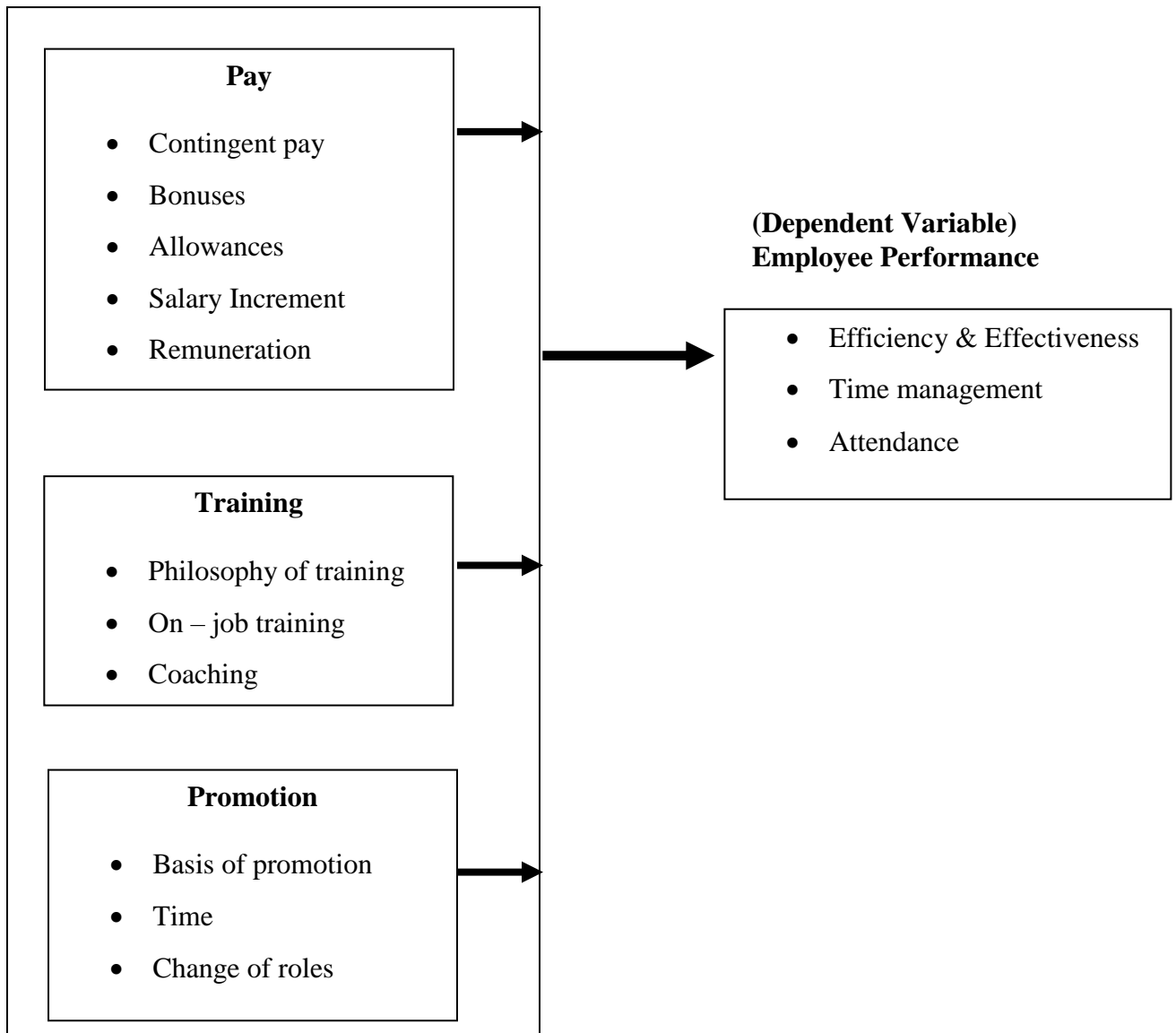
Figure 1: Source: Adopted from Armstrong, Human resource management practice (2008) and modified by the researcher

The conceptual frame work covers the independent variables of reward management with dimensions of promotion, training and pay. The dependent variable was employee performance at ICOBI with dimensions of efficiency and effectiveness, attendance and time management. The research therefore helped to establish the relationship between these variables so as to provide answers to the unanswered questions.

1.9 Significance of the study

It is expected that the findings of the study benefited the top Managers and employees of different departments which will assist them in a way of coping up with psychological work related factors about reward management and how they affect employee performance. Therefore it was a beginning area for the researchers who may want to do further research. And for the policy makers, it will highlight how appropriate policies were applied about reward management. The staff was motivated to work hard if reward management is put in proper use and service delivery was prompt. And for the Administrators it was able to help them to manage employees well to achieve target goals and good performance of employees as well as reduce employee remuneration and retention. It was a mile stone for attracting employees to ICOBI; the study may enable the public and future scholars to use the report for future reference.

1.10 Justification of the Study

Owing to the above background, much as the researchers has carried out their studies on reward management in different organizations, some of the few researchers have interested

themselves in the contribution of reward management on employee performance more especially in fields concerning workers in different departments in the organization.

1.11 Scope of the study

(i) Geographical Scope

The study was carried out at ICOBI, South Western Uganda Regional offices in Kabwohe Itendero Town Council Sheema District along Mbarara – Kasese Highway since it is one of the fast growing ICOBI branch with high employee turnover.

(ii) Content Scope

In terms of content scope, the study was limited to variables (dependent and Independent variables). The independent variable was the reward management while the dependent variable was employee performance in ICOBI. This study therefore looked at the dimensions of reward management such as promotion, pay and training. Employee performance was evaluated through efficiency and effectiveness, time management and attendance.

(iii)Time Scope

The study covered a period of 6 years from 2008 to 2013 because this is the period the researcher regards to find the required information and it was realistic to examine reward management and employee performance at ICOBI.

1.12 Operational definitions

Motivation means the willingness of employees to attend to ICOBI programs, their eagerness to take on responsibilities, their interest in ICOBI interests and anticipation to stay in the service of the organization.

Remuneration means the compensation that employees receive in return for the services they rendered. This compensation included monetary rewards such as allowances, wages, salaries plus fringe benefits such as; housing, break meals, lunch, transport, medical services among others.

Reward encompasses the overall value proposition that the employer offers to the employee according to Armstrong (2001). It is a total package that includes compensation

(Comprising of base pay, short-term incentives and long-term incentives), benefits (including health, retirement and work/life benefits, which account for an increasing portion of the rewards package) and careers (including training and development, stretch assignments and career incentives).

Salary means the money calculated at an annual rate that is paid in monthly installments to Employees

Allowance is used to mean payment made to employees to top up their salaries for example (Subsistence allowance) and for work done outside their normal schedule such as carrying out duty outside the normal schedule.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Literature review is the systematic identifications, location, retrieval, analysis and evaluation of documents that are related to the research problem as well as analysis of casual observations and opinions related to the planned research. The purpose of literature review was to help the researcher develop a thorough understanding and insight into previous works and trends that have been recorded pertaining to the research problem (Oso & Onen, 2009). This chapter presented the theoretical perspective of the study, review of reward management and the actual review that addresses objective by objective according to the study objectives.

2.2 Theoretical Review

This study was guided by Vroom's Expectancy Theory, Frederick Herzberg's Two-Factor Theory and Frederick Taylor's Scientific Management Theory in order to understand what drives employees to perform well or poorly. The three theories explained why people behave the way they do and what caused them to act in certain ways since performance is a result of individual and collective actions taken. According to Armstrong (2008), performance was determined by a person's behavior.

Vroom theorized that the value people attach to the outcomes of their effort coupled with the confidence that their effort could actually aid in the realization of these outcomes impel them to do what they do, (Weihrieh & Koontz, 2001). Vroom's expectancy theory contends that what drives a person to do any work is determined by that person's belief in performance arid

work outcome relationships (Zillman, 2000). According to this theory, what impels people to engage in an activity is guided by their belief that their effort could lead to the expected performance.

According to Vroom's theory; people expect to show the ideal level of performance to attract reward. Vroom looked at the motivational force the individual employs to pursue a particular course of action as being influenced by both intrinsic and extrinsic factors. He perceived valence as the importance the individual attaches to the expected outcome of the situation. In practice Vroom's theory calls for analysis of the needs of the individuals and those of the organization. It is vital to align the two because if this was not done, job dissatisfaction, low morale and turnover would result.

On the other hand, Blau maintains that employers need to influence employees to the point of efficient and effective performance, (Williams, 2007). In doing this the organization adopts practices that portray willingness to invest in workers and acknowledge their contributions. Once workers feel that their employers love and respect them, they develop a feeling of indebtedness and want to pay back through increased performance and loyalty, (Williams, 2007). The resultant effect of this is increased efficiently and effective performance.

According to Robbins (2001), the two-factor theory proposed by Fredrick Herzberg presents a better understanding that an individual's relation to work is basic and that one's attitude towards work can very well determine success and failure. According to the theory, certain characteristics tend to be consistently related to job satisfaction and others to job dissatisfaction. Intrinsic factors such as the work itself, responsibility and achievement, seem

to be related to job satisfaction which in turn leads to increased performance. On the other hand, dissatisfied employees tend to cite extrinsic factors such as supervision, organizational policies, pay and working conditions.

According to Herzberg, the factors leading to job satisfaction are separate and distinct from those that lead to job dissatisfaction. Therefore, Managers who seek to eliminate factors that can create job dissatisfaction may bring about peace but not necessarily motivation. They was placating their workforce rather than motivating them. As a result, conditions surrounding the job such as quality of supervision, pay, organizational policies, physical working conditions, relations with others, and job security were characterized by Herzberg as hygiene factors.

Taylor (1880) developed his theory of "scientific management" which stated that what a motivated person at work was money. He felt that workers should get a fair day's pay for a fair day's work, and that pay should be linked to the amount produced. Workers who did not deliver a fair day's work should be paid less (or nothing). Workers who did more than a fair day's work (for example exceeded the target) should be paid more. Taylor made three key assumptions about human behavior at work: that man is a rational economic animal concerned with maximizing his economic gain; people respond as individuals, not as groups and people can be treated in a standardized fashion, like machines. The implications of Taylor's theory were that the main form of motivation is high wages, linked to output, a manager's job is to tell employees what to do and a worker's job is to do what they are told and get paid accordingly.

Reward management was developed on the basis of psychologists' behavioral research. Psychologists started studying behavior in the early 1900s; one of the first psychologists to

study behavior was Sigmund Freud and his work was called the Psychoanalytic Theory. Many other behavioral psychologists improved and added onto his work. With the improvements in the behavioral research and theories, psychologists started looking at how people reacted to rewards and what motivated them to do what they were doing, and as a result of this, psychologists started creating motivational theories, which is very closely affiliated with reward management.

Mitchell (1982) agrees, defining motivation as "the degree to which an individual wants and choose to engage in certain specific behaviors to which Vroom (quoted in Mitchell, 1982) adds that performance = ability x motivation. To have an efficient Reward System then, is mandatory that employees know exactly what their task is, have the skills to do it, have the necessary motivation and work in an environment allowing the transformation of intended actions into an actual behavior.

Reward management deals with processes, policies and strategies which are required to guarantee that the contribution of employees to the organization is recognized by all means.

And the objective of reward management is to reward employees fairly, equitably and consistently in correlation to the value of these individuals to the organization. Reward management exists in order to motivate employees to work towards achieving strategic goals which are set by the organization.

Reward management is not only concerned with pay and employee benefits. It is equally concerned with non-financial rewards such as recognition, training, development and increased job responsibility.

Kerr (1995) brings to attention how Reward Management is an easily understandable concept in theory, but how its practical application results often difficult. The author, in fact, points up how frequently the organization creates a Reward System hoping to reward a specific behavior, but ending up rewarding another one. The example made is the one of the organization giving an annual merit increase to all its employees.

Managers therefore can enhance the performance of their employees by influencing them through use of various motivational practices. Employees can be influenced to perform by providing factors that increase performance and reducing those that decrease performance.

Vroom's Expectancy theory on the other hand assumes that human beings are rational in their reasoning and actions. It presupposes that employees attach value and importance to the final output and expense-effort to see the final output and also the final service. The theory does not take into account the various factors at the work environment that can affect the performance of an individual. On the other hand Herzberg's Two- Factor theory offers a better understanding of the factors that affect the performance of employees which he categorized into intrinsic and hygiene factors.

Also the theory is based on past experience but individuals are presented with new situation change of working conditions, payment system or change of job. Motivation is likely only when clearly perceived and usable relationship exists between performance and outcome and this seems when the outcome is satisfying needs. It also explains why the financial motivation arising from the work itself can be more powerful than non-financial motivation.

The theory was developed by (Porter & Lawler, 1968) into a model which follows Vroom's ideas by suggesting that there are two factors determining the effort people put into their jobs such as the value of reward to individual is so far as they satisfy their need for security, social esteem autonomy and self-actualization.

(Porter & Lawler, 1968) developed a model as illustrated below by following Vroom's ideas of suggesting that there are two factors determining the efforts people put in their jobs, such as the value of rewards to individuals so as to satisfy their needs for social esteem, security, autonomy and self-actualization.

Another factor was the probability that rewards depend on effort, as perceived by individuals in other words their expectations about the relationship between effort and reward. Thus the value of reward and higher probability that perceived each of these rewards depends upon the effort put in given situation.

Below is expectancy theory model. (Armstrong, 2008).

Value of rewards		Abilities

Effect

Performance

Probability that reward depends upon effort		Role expectation
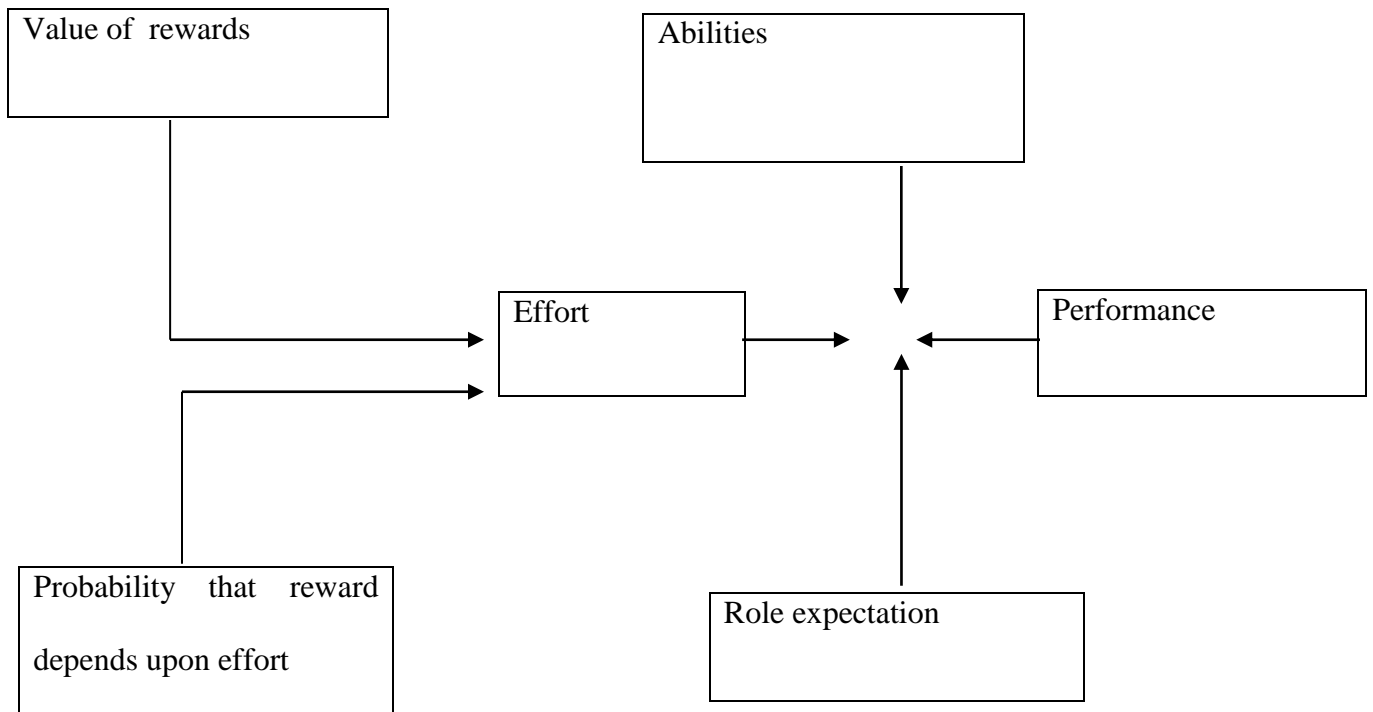
Expectancy theory model 1968, (Porter & Lawler)

The probability that reward depends on effort as perceived by the individual in other words expectation of the relationship between effort and reward. The other two variables additional to effort which affect task achievement are: ability to individual characteristics such as intelligence, manual skills and know how. Role perception what the individual wants to do or think is required to do (Armstrong, 1997).

The relationship between pay and performance must be clearly defined. The relationship between performance on the job and pay associated with performance must be clearly spelled

out by the organization to ensure that performance is perceived by employees as instrumental in attaining a pay increase.

Some of the opportunities to improve performance must exist. If an employee does not have the opportunity to improve on the performance, then it is futile for that employee to expand effort at a task. If the opportunity is not present both resistant motivation and expectancy will not be present. Workers must have the time, equipment, ability and supervisor required to perform a task- which translates into opportunity- before there can be expectation for performance.

According to the expectancy theory of motivation people will put forth the greatest effort if they expect the effort to lead to performance that in turn leads to a reward. The various versions of expectancy theory suggest that a process similar to rational gambling determines choices among course of action. Employees are motivated by what they expect was the consequences of their efforts; at the same time they must be confident that they can perform the task (Durbin, 2006).

2.3 The Relationship between Pay and Performance in Non - governmental organizations

Pay is an important feature of human resource management after all; it's the main reason why people work. It is a sensitive and controversial area that has been extensively debated at both practical and theoretical levels. In the United States of America (USA) the term "compensation" is used to encompass everything received by an individual in return for work. (http://wwwhrmguide.co.uk downloads November 2013) "Employees may see compensation as return in exchange between their employer and themselves, as an entitlement for being an employee of the organization, or as a reward for a job well done".

Pay structures are one of the important parts of reward management, if properly designed and maintained they provide a logically designed frame work with in which an organization's pay polices can be implemented. Pay determines job hierarchy, pay levels and the scope for pay progression and provides the basis upon which relativities can be managed.

Different organizations have different ways of rewarding their employees and pay/salary is one of the major ways of rewarding employees. Pay is in monetary term (money). It is the goal for compensation and designed in a way that could attract, motivate and retain competent employee (Armstrong, 2008).

According to (Lawler, 1971), argues that if the necessary abilities and conditions are present, pay can motivate good performance if employees value pay; and believes that good .performance results in high pay that is performance related pay (PRP) and Lawler's model indicates that when employee reward salary -or pay is not perceived to be enough the effect was absenteeism, labour turn over, job dissatisfaction and may lead to corruption.

Salary is a form of periodic payment from an employer to an employee which may be specified in an employment contract regardless of hours worked. (htt://en.wikipedia.org 2005). Employee tend to look for job that are highly paying though it now considered high pay is no longer an issue, other than paying on time employee was motivated to work and perform as expected if they are paid well and on time.

It was argued that how the organization rewards its employee can determine its success and meeting the target. This usually influences performance to some degree because salary is a regular prompt payment which is believed to induce commitment to work.

In considering pay and taking it as a powerful factor that influence staff performance , there remains doubt whether this financial rewarding has a great influence on employee

performance in Integrated Community Based Initiatives (ICOBI) for this reason research was carried out to find out if it has an impact.

2.3.1 Base pay and Performance

Base pay (basic) is the amount of pay (the fixed salary or wage) that constitutes the rate for the job; it may be varied according to the grade of the job or for manual workers, the level of skill required. Base is influenced by internal and external relativities. The internal relativities may be measured by some form of job evaluation while external relativities are assessed by tracking market rates. Alternatively level of pay can be agreed upon using collective bargaining pay with trade union.

Base pay can be expressed as an annual, weekly, or hourly for manual workers as time rate. The base rate may be adjusted to reflect increase in the cost of living or market rate by different organizations or trade unions.

2.3.2 Contingent Pay and Performance

Contingent pay provides an answer to the two fundamental reward management questions such as, what do we value and what are we prepared to pay for? It depends on measurement or assessment. Where by individual contingent pay may relate to financial rewards, performance, competence, contribution and skills of individual employees. However it may also be provided for teams and organization performance.

Contingent pay contributes to performance increase as employees could work hard so that their work is valued according to pay (Armstrong, 2008).

Contingent pay is additional financial rewards that may be provided which are related to employee performance, competence, contribution, skill or service in the grade. It is added to base pay which acts as a motivator. Contingent pay can apply to individual or team or it can operate on an organization wide basis. Contingent pay is either consolidated in the base rate so that pay progresses within a pay range or it can be paid as a non-consolidated cash bonus (Armstrong, 2007).

2.3.3 Bonus and Performance

Bonus schemes are cash payments to employees that are related to performance of employees, their organization or team. They are often referred to as 'variable pay' or 'pay —at risk'.

Bonus pay are not consolidated into basic pay, it has to be re-earned, unlike increase arising from individual contingent pay scheme such as performance or contribution- related pay which are consolidated bonus pay is described as 'gifts that go on giving' these rewards are continuous even if the performance have become low.

Cash bonuses may be the sole method of providing people with rewards in addition to their base pay or contingent pay.

Combination bonus combines scheme for rewarding individual performance with those from rewarding either team or organization (Armstrong, 2008).

2.3.4 Allowances and Performance

Allowances are paid in addition to basic pay for special circumstances such as transport, Medical allowance, housing allowances, and lunch and overtime payment for extra work done. These may be determined unilaterally by the organization but they are often the subject

of negotiation. This is done in order to encourage workers hence increasing performance, its one way to motivate workers.

2.4 The Relationship between Training and Employee Performance in NGO'S

Training and development are considered as synonymous but there has always been a difference between two. Training implies the act of increasing the skills and knowledge required for efficient performance of a particular job. Training is largely job centered. Systematic and scientific training is the corner stone of sound management in the absence of a formal training programme employees learn by observing others. And it involves a lot of money, time. And in human resource management training is regarded as a measure of staff development and career planning for purposes of ensuring improved performance. And according to (Saleemi, 2010), the amount of money spent on training is an investment in human assets.

Though workers may pick up wasteful methods and practice, the need for formal training has increased due rapid technological changes and globalization which make the methods and techniques of production obsolete. New skills are needed to operate efficiently and new employees need training to work efficiently. Training is needed not only to the organization but also to the employees; it provides job security and an opportunity for advancement. Training has the following benefits which include higher performance and target of organization through participative management, less learning period, uniformity of procedures, manpower development, economy of materials and equipment, less supervision, high morale, and participative management.

Training is the use of systematic and planned instruction activities to promote learning. The approach can be summarized in the phase 'learner- based training' it is one of the organization can undertake to promote learning. According to (Reynolds, 2004) points out that training has a complementary role to play in accelerating learning; it should be reserved for situation that justify' a more directed, expert-led approach rather than viewing it as a comprehensive and all-pervasive people development solution.

Training is any procedure intended to foster and enhance learning among employees and particularly directed at acquiring job skills, rapid changes in technology and globalization of business have spurred the growth of training programs. These exits to teach hundreds of different skills such as equipment repair, performance evaluation, software utilization and budget preparation. Training can be both hard skill and soft skills their aim can lead to developing talent internally as a good investment (Durbin, 2009).

There are different types of trainings that can be used, internal training or on job training and the external training or off the job programme.

2.4.1 Training Philosophy and Performance

According to (Dessler & Robins, 2002), he asserted that training philosophy of an organization expresses the degree of importance it attaches to training. Some firms adopt a laissez-fair approach, believing that staff will find out what to do for themselves. If this sort of organization or institution suffers a skill shortage, it is remedied by recruitment from firms who do invest in training. Other organizations pay lip service and indiscriminately allocate money to it in the good times but in the bad times these organizations are the first to cut their in-service training budgets. This is a common practice by many organisations in Uganda and

this was evidenced by a number of employees who take their own initiative to train in various fields that may even not be relevant to their current jobs, ICOBI annual report.

It was therefore, noted that training budgets should not be tempered with for organizations to benefit from training. Training should be an important activity that all heads of department should take keen interest in, for performance to be realized at ICOBI.

(Armstrong, 2006) organizations with a positive training philosophy understand that they live in a world where competitive advantage is achieved by having higher- quality staff than other organizations employ, and that this need will not be satisfied unless they invest in developing the skills and competence of their people. They also recognize that actual or potential skill shortage can threaten their future prosperity and growth. In hard commercial times, these organizations persuade themselves that training is an investment that will pay off.

They understand that it may be difficult to calculate the return on investment but they believe that the tangible and intangible benefits of training were more than justifying the cost.

These are organizations where training budgets are priority and staffs are routinely trained in different area or fields. Integrated Community Based Initiatives (ICOBI) should invest in training because they want to find a solution to a problem not just training for the sake for it. And in this case great performance of ICOBI can yield better results.

2.4.2 On Job-Training

It is a form of training taking place in a normal working situation. On job training, sometimes called direct instruction is one of the earliest forms of training (observational learning is

probably the earliest). It is a one-on –one training located at the job site, where someone who knows how to do a task shows another how to perform it.

2.4.3 Coaching

Coaching is a training or development process via which an individual is supported while achieving a specific personal or professional competence result or goal. The individual receiving coaching may be referred to as coachee. Occasionally, the term coaching may be applied to an informal relationship between two individuals where one has greater experience and expertise than the other and offer advice and guidance as the other goes through a learning process.

2.5 The Relationship between Promotion and Performance in NGO'S

Promotion policy could state the organization's intention to promote from within wherever this is appropriate as a means of satisfying its requirements for high quality staff. The policy could however recognize that there was an occasion when the organization's present and future needs can only be met by recruitment from outside. The point could be made that a vigorous organization needs infusions for fresh blood from time to time if it not to stagnate. In addition, the policy might state that employees was encouraged to apply for internally advertised jobs, and was held back from promotion by their managers, however reluctant the latter may be loose them (Armstrong, 2008).

Promotion is one of the non-financial rewards and further reveals that promotions in organization are considered as big reward system to increase performance and these come with challenges and they seem to be a tool for performance improvement.

Promotion of employees is a very important aspect because it encourages performance hence increasing efficiency. If ICOBI employees are promoted that means that their work could be highly appreciated by the organization which in the short run helps to create a harmonic relationship between the employees and the administration management.

Promotion has 'different dimensions which include time, basis of promotion and change of roles. Promotion is the advancement of an employee's rank. or position in an organizational hierarchy System. It may be an employee's reward for good performance like positive appraisal or evaluation. The amount of salary increase associated with a promotion varies a great deal between industries and sectors, and depending on what parts of the hierarchical ladder an employee is moving between. Http:// en wikepedia.org, (Promotion rank).

2.5.1 Time and Performance

Some organizations grant the hiring and promoting managers at different levels of discretion to award promotions. In some parts of the private sector, the senior management has a very high level of discretion to award promotions, and they can promote employees without going through much procedures or formalities such as testing, screening, and interviewing. For example in the public sector and in academia, there are usually many more checks and balances in place to prevent favoritism or bias.

In many NGO'S, when a manager wants to promote an employee, they must follow a number of steps, such as advertising the position, accepting applications from qualified candidates, screening and interviewing candidates, and then documenting why they chose a particular candidate. (http:/!en wikepedia.org.wiki promotion.)

2.5.2 Basis of Promotion and Performance

Promotions in ICOBI seem to be based on merit and experience of employee which means work experience has a relationship with employee reward such as the case of promotion.

On related literature on job promotion there are many gaps where job promotion research was carried out in European countries basing on experience and they left a gap of training and getting new qualifications. Before an Organization promotes an employee to a particular position it ensures that the person is able to handle the added responsibilities by screening the employee with interviews and tests and giving them training or on-the-job experience, (Armstrong 2009).

2.5.3 Change of Roles and Performance

When employees are promoted, their work changes substantially, for example, whereas an ICOBI employee on lower cadres could spend their time working on patient, heads of department would spend most of their day in meetings with senior managers and reading financial reports.

2.6 Summary of the Literature Review

The existing literature indicates a strong influence on reward management which includes pay, promotion and training can have possible effect on employee performance. And if management undertakes effort to address and provide rewards equally according to people's needs, then they will impress employees and this will bring attraction and retention of employee and the reverse is true. It is also evident that good reward system can contribute to employee performance and result oriented.

The research was intended to identify' reward management in ICOBI such as, pay, promotion and training that are being used in ICOBI and how they can increase performance given that there are variety of rewards that have been found in use whether they have an impact on employee performance and whether they are equitably distributed among all the staff in ICOBI.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter details the methodology and procedure that was employed in the study. The rationale of this chapter is to make readers or other researchers understand how findings were reached and would help in the analysis of data in the final report. The chapter covers the research design, study population, sample size and selection, sampling techniques and procedure, data collection methods, data collection instruments, pre-testing (validity and reliability), procedure of data collection, data analysis and measurement of variables (quantitative studies).

3.2 Research Design

A cross sectional survey (CSS) research design was utilized in the study so as to obtain an in-depth investigation of the area of study. Amin (2005) argues that the cross sectional survey is one of the most commonly used research method in social sciences and is used to gather data from a sample of a population at a particular time. CSS enables analysis of relationships among a number of variables in a single study and provides a measure of degree of relationships between the independent and dependent variables (Gray, 1996). The study employed both qualitative and quantitative research approaches; the two methodologies supplemented and checked each other to reduce bias, achieve higher validity and reliability. Quantitative approach was used to acquire numerical information on samples for statistical analysis and to make appropriate conclusions and inferences to the population(Mugenda and Mugenda 1999), while qualitative approach

enriched discussions on relationships between variables by providing narrative and descriptive information by capturing views, perceptions and behaviors to supplement information from quantitative sources (Arya and Yesh, 2001).

3.3 Study Population

The study population covered a total of 120 employees who are working with ICOBI. The study specifically focused on some categories such as 4 Directors, 6 Administrators, 5 Project Managers, 15 Heads of departments, 60 Medical Workers, 20 Patients and 10 Support Staff.

3.4 Sample Size and Selection

According to Sekaran, (2003) a sample size is the actual number of subjects chosen as a sample to protect the population characteristics. A sample of 100 respondents from the population size of 120 respondents was determined using the table of Krejcie and Morgan (1970) as adopted by Amin, (2003) and Sekaran, (2003) determining the sample size using the table of Krejcie and Morgan (1970) greatly simplified size decisions by providing a table that is of good decision model.

Table 1.Population, Sample and Sampling Techniques.

Categories	Population Size	Sample Size	Sampling Techniques
Directors	4	4	Purposive sampling
Administrators	6	4	Purposive sampling
Project Managers	5	5	Purposive sampling
Heads of Departments	15	15	Purposive sampling
Medical Workers	60	50	Simple Random sampling
Patients	20	16	Simple Random sampling
Support staff	10	6	Purposive sampling
Total	**120**	**100**	

Source: ICOBI Human Resource Report (2009).

The population of ICOBI is approximately, 120 workers and in this study, sampling was guided by (Krejcie & Morgan, 1970) as cited by (Amin, 2005) whose table above shows that for a population of 120, sample size was 100, 4 Directors, 6 Administrators, 5 Project managers, 15 Heads of Departments, 60 Medical workers, 20 Patients, and 10 Support staff which totals 120. The researcher randomly sampled each department to total 100 sample size.

3.5 Sampling Techniques and Procedure.

The researcher used purposive sampling and simple random sampling techniques to determine the sample from the population. The researcher grouped the population into strata of top management officials, Middle level managers, Patients and support staff.

This is in support of Saunders et al (2003) in their book research methods for organizations which states that stratified random sampling is the type of sampling in which you divide the population into two or more relevant significant strata based on one or a number of attributes. A random sample (simple and systematic) is then drawn from each of the strata. Purposive sampling is the type of non-probabilistic sampling, which is characterized by the use of judgment and deliberate effort to obtain representative samples by including typical areas or groups in the sample (Kerlinger, 2003). This was done in order to get respondents who are directly involved in actual work and are presumed experienced and knowledgeable about the problem under the study. The purposive sampling technique was applied to the top management officials of ICOBI.

3.6 Data Collection Methods

Suzanne (1998:35) states that making a choice among different data collection methods involves considering their appropriateness relative strength and weaknesses. The researcher employed a combination of questionnaire and interview and documentary analysis while collecting data for the study in order to minimize the weakness of one to enhance reliable findings

3.6.1 Interview

Interview is a direct face-to-face attempt to obtain reliable and valid measures in the form of verbal responses from one or more respondents (Key, 1997). This was administered to the employees of ICOBI. The interviews were used because a one to one approach helps to supplement on questionnaire and find extra information, in order to make purposive

decisions. It was used to obtain in depth discussion and interaction with key informants. The method also gives a chance for probing especially to get more clarifications concerning the data. Interview guide was used to administer the interview method and this guild contained mainly open ended questions for the respondent to answer at length. The disadvantages of the method are that it takes long to complete the selected sample with its related costs. These were solved by creating adequate time for the interviews and employing research assistants to move to the selected offices of the respondents.

3.6.2 Questionnaires

A questionnaire is a formalized set of questions for obtaining information from respondents (Naresh, 2006). A questionnaire is one of the methods that was used to collect primary information from the respondents. The method was used because the target population is largely literate and is unlikely to have difficulties responding to questionnaire items (Oso and Onen, 2008) and also the method is considered efficient in terms of research time, cost and energy. The questionnaire was used to collect data from ICOBI employees basically to make explanations. It was administered through a self-administered questionnaire with predetermined answer options for respondents to choose appropriate options. The method however has weaknesses of failure to return the questionnaire and generation of scanty information which does not clearly clarify the results. These were dealt with by printing extra questionnaires and supplementing the questionnaire views with those from the interview method.

3.6.3 Document Analysis

Secondary data in form of documents that contain important information related to the area of study was analyzed. The use of documentary review and content analysis technique was used. Some of the documents in the study included; reports, records, bulletin and minutes from management and the general literature already in existence, Journals, articles, newspapers, text books, magazines, and as well as the internet. This was done to get secondary data.

These were recorded to enhance and give better view in the primary data. By doing this the researcher hopes to get the perceptions and opinions of various authors about reward management and how it relates to employee performance in ICOBI.

3.7 Data Collection Instruments

The main data collection instruments for the study were a questionnaire, interview guide and documentary checklist. The instruments were designed to answer all the research questions raised. To supplement questionnaire responses, an interview guide was used to provide an opportunity for an in depth study through further probing which may not be possible in the questionnaire.

3.7.1. Questionnaires

Structured questioners were used by the researcher. Questionnaire was designed to collect data in accordance with the specifications of the research questions and hypotheses.

The questionnaire was used because it's appropriate in collecting data required to answer the research questions and achieve research objectives. According to Mugenda and Mugenda (1999) questionnaires give a detailed answer to complex problems. Questionnaires also offer greater anonymity which enables respondents to answer sensitive questions without fear since respondent names will not be required.

3.7.2 Interview Guide

An interview guide was also used to obtain person to person verbal communication in which the researcher asked the departmental Heads, Project managers, Medical workers, Directors, administrators, patients and support staff questions intended to elicit information or opinions. Interview guide was also used on patients so as to get information on their opinions about the quality of service in ICOBI.

3.7.3 Documentary Analysis

 The researcher reviewed documents presenting information on the variables. A checklist was used to record existing secondary data on the reward management and employee performance. The key documents reviewed included the annual performance reports, minutes, magazines, audit reports, and previous internal research findings. The use of a checklist ensured that no relevant data to the study was left out. It also enabled the researcher compare the findings.

3.8 Validity and Reliability

Pre-testing of instruments is meant to show the level of acceptability of the instruments to be used in research. Here the deficiencies or weakness of the instruments such as unclear

questions in the questionnaires may be indentified and then corrected before the research is conducted. In this study the questionnaires was pre-tested using validity and reliability.

3.8.1 Validity

Validity refers to the ability of the research instrument to collect justifiable and truthful data during the study. Internal validity is the extent to which the data collected by the instruments can be accurately interpreted while external validity is the extent to which the data collected by the instrument can be generalized to similar situations elsewhere. The instruments were considered appropriate for the study since their validity were above the minimum acceptable value of 0.7 as recommended by Amin (2005).

CVI = Number of items rated relevant by all judges

Total number of items in the instrument

CVI for 3 experts = [0.9+0.7+0.76]/3

= 2.36/3

CVI = 0.78

Where;

CVI = Content Validity Index

K = Number of items rated as relevant

N = Total number of items in the questionnaire

Questions rated 'not relevant' were either modified or discarded from the list by the researcher. To that effect eight questions were left out from the questionnaires while all the questions in the interview guide were retained but revised based on the experts' opinions.

3.8.2 Reliability.

The reliability of the instruments was computed using SPSS to determine the Cronbach Alpha Coefficient. The questionnaire was pre-tested in the departments not intended for research using Test/re-test because it permits the instrument to be compared with itself, thus avoiding the sort of problems that could arise with the use of another instrument (Kumar, 2011).

The Cronbach Alpha formula below was used:

$$\alpha = \frac{K}{K-1}\left(1 - \frac{\sum SD^2 i}{SD^2 t}\right)$$

Whereby;

K = Number of items in the instrument

SD²i = Variance of total instruments

SD²t= Variance of a single individual item

K = Alpha

The scores found at 0.7 and above alpha values will indicate good credits hence better for use (Amin, 2005).

3.9 Procedure of Data Collection.

After proposal approval, the researcher got permission from the Uganda Management Institute to conduct this research; the researcher got consent form from ICOBI to carryout research. Consent to carry out the research was sought from ICOBI senior management committee after which the researcher will proceed to the field to obtain data in ICOBI organization.

Respondents gave their consent to participate in the study before being given the self-administered questionnaire, it was estimated that the data collection period could take one month. In case the questionnaires are lost more questionnaires were distributed to cater for respondents who lose them and many more. Emphasis was put on confidentiality to make sure respondents are free without fear or favor. This data was collected by the researcher himself.

3.10 Data analysis

Both qualitative and quantitative data was cleaned, edited, coded, entered into the computer and analyzed using the Statistical package for social Scientists (SPSS Version 20) that generates descriptive statistics, such as frequencies and percentages in form of tables and charts. According to Enon (2002), data analysis is the process of organizing, summarizing and making data clear and meaningful to the readers.

Analysis of interview responses involved linking the variables and their relationships that was established and interpreted using correlation. Information from open ended interview responses was analyzed by listing down all respondents' views under each question or category. In this case, the tally mark method was used to group similar views expressed by more than one respondent. The total number of tally marks was used to construct tables for interpretation.

Quantitative data was collected mainly from the closed-ended type of questions. The researcher ensured that data was coded and categorized into useful and relevant data. According to Sekaran, (2003), the data collected from questionnaires was entered into the

computer and analyzed using a statistical package (SPSS) because this is the most recommended package for analyzing social research data.

3.11 Measurement of Variables

The researcher measured the variables using the Likert scale where statements was followed by five category responses continuum of strongly agree, agree, undecided, disagree, and strongly disagree. The respondent selects the best response that best describes the reaction. Then responses are weighed from 1 to 5 and averaged for all items. The researcher used this measurement because of its flexibility and ease in its construction (Amin, 2005).

3.12 Limitations

Some possible limitations to this study were the fact that not all respondents answered the questions on the research instruments as honestly as possible.

The limitation of time also impeded on the validity and reliability of the findings. Finally, the questionnaires were not all answered and even returned to the researcher.

However great care was taken to ensure most respondents return questionnaire and the researcher used other several methods to reduce on the limitation of one method such as interview and observation.

3.13 Ethical Consideration

In keeping with standard research ethical requirements, immediately after the research proposal was approved, the researcher obtained a letter of introduction from UMI. Using this letter, he introduced himself to ICOBI to seek permission to conduct the study in areas of jurisdiction.

The researcher then explained the nature and purpose of the study, and informed the potential respondents that they were free to participate in the study or not to. He also assured them that whatever information they would provide, would be treated with utmost confidentiality and that it would be used exclusively for purposes of the study.

In addition, the researcher assured the potential respondents that their identities would remain anonymous, and that if they so wished, they would have access to the final study report, copies of which would be made available to ICOBI. All this was done partly to win the confidence and trust of the respondents and partly to ensure that their rights were observed.

The researcher treated the information obtained from respondents with a highest level of discretion and confidentiality. Information and opinions was expressed as given and respondent names were not disclosed.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS

4.1   Introduction

In this chapter, the results are presented, analyzed and interpreted. The chapter highlights the response rate, demographic characteristics of the respondents and empirical findings of the study according to the objectives of the study. The analysis was done using SPSS statistical package.

4.2   Response Rate

The total response rate is computed as the ratio of total number of responses to the total number of disqualified responses in the sample (Neumann, 2000).

Table 1   **Showing the Response**

Category	Target Population	Sample Size	Response	Sampling Techniques
Directors	4	4	2	Purposive sampling
Administrators	6	4	2	Purposive sampling
Project Managers	5	5	2	Purposive sampling
Heads of Departments	15	15	6	Purposive sampling
Medical Workers	60	50	46	Simple Random
Patients	20	16	10	Simple Random
Support staff	10	6	2	Purposive sampling
Total	**120**	**100**	**70**	

Source: ICOBI Human Resource Report (2009)

This research had a study population of 120 and from this a sample of 100 was selected for the study. Of these sampled respondents, a total of 70 returned both questionnaires and interview guide, giving a response rate of 70%.

4.3 Demographic Characteristics of Respondents

To determine the background characteristics of the respondents the study focused on Gender, age bracket, job title and highest level of education completed.

4.3.1 Gender of Respondents

Gender of the respondents was categorized as male and female. The results were analyzed using descriptive statistics and are presented below;
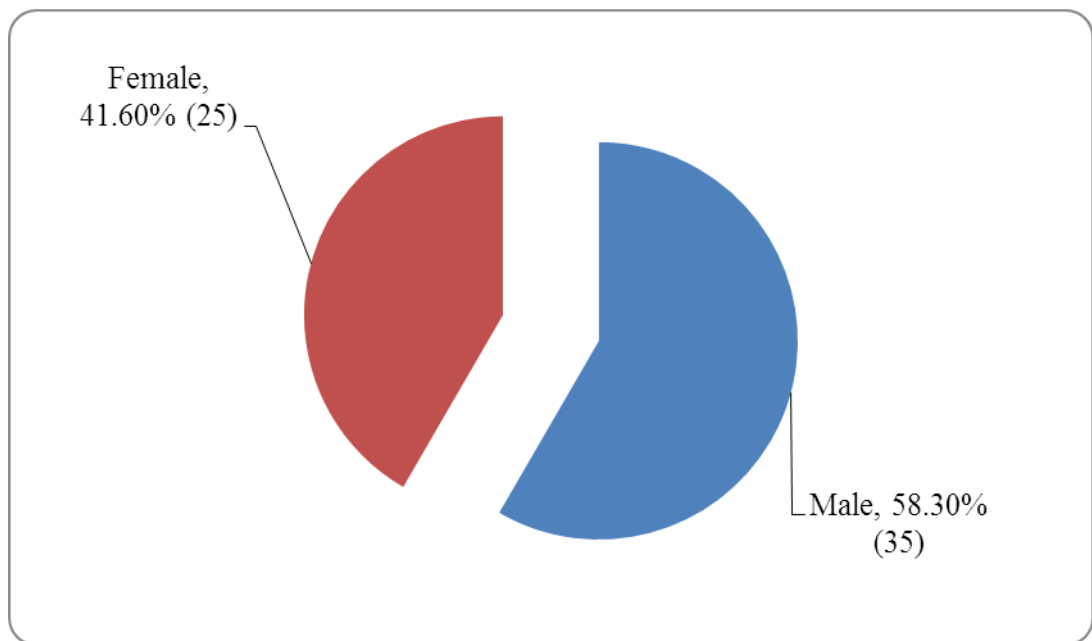
Figure 2   Gender of Respondents **(N= 60)**

Source: Primary Data

The study consisted of males at a distribution of 58.3% (35) compared to 41.6% (25) females. The male respondents were the biggest number and this is because Integrated Community Based Initiatives (ICOBI) employs more males than females but hires both Genders, also ICOBI is engaged in upcountry outreaches which favor more males than females, (ICOBI Annual Report, 2012) and this implies that Integrated Community Based Initiatives (ICOBI) to achieve its outreach goals, more males will be employed.

4.3.2 Age Bracket of Respondents

Age bracket of respondents was categorized as <30years, 26-35 years, 30 years to 50 years and >50 years. The results were analyzed using descriptive statistics and presented as follows;
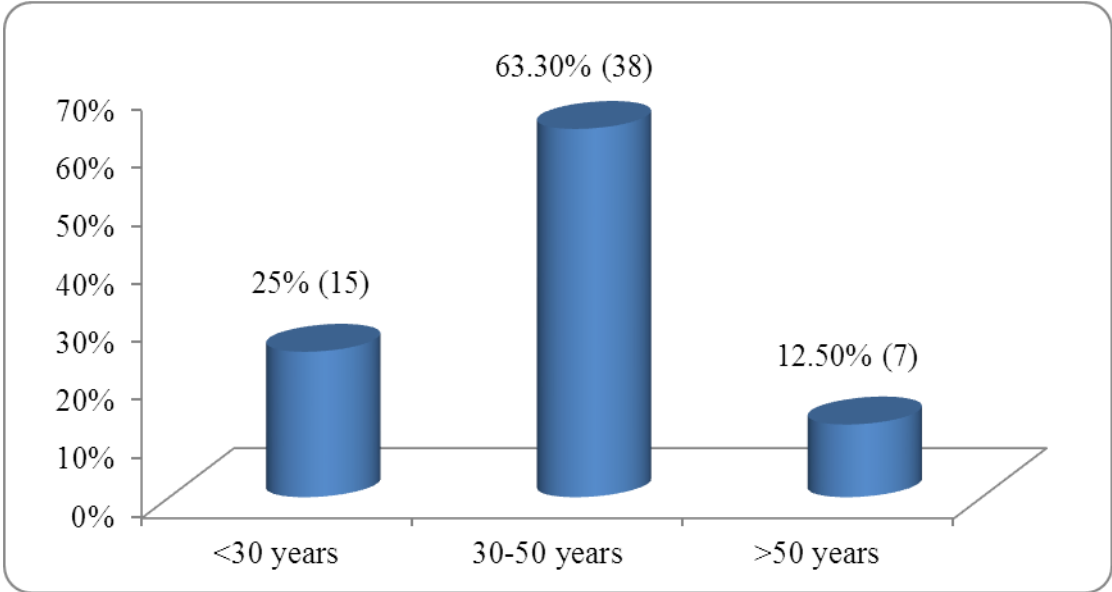
Figure 3   Age of Respondents **(N= 60)**

Source: Primary Data

The study findings in the table above show that most of the respondents 63.3% (38) fall in the age bracket of 30-50 years, followed by those <30 years at 25% (15) and those > 50 years at 12.5% (7). The results also show that most respondents are in age group of 30-50 years this could be due to the fact that levels of training needed take a lot of time; this implies that Integrated Community Based Initiatives (ICOBI) to achieve its long term goals, it will continue to employ staff that are between 30-50 years of age.

4.3.3 Job Title of Respondents

Job title was categorized as Directors, Administrators, Project Managers, Heads of Departments, Medical workers and Support Staff. The results were analyzed using descriptive statistics and are presented below;
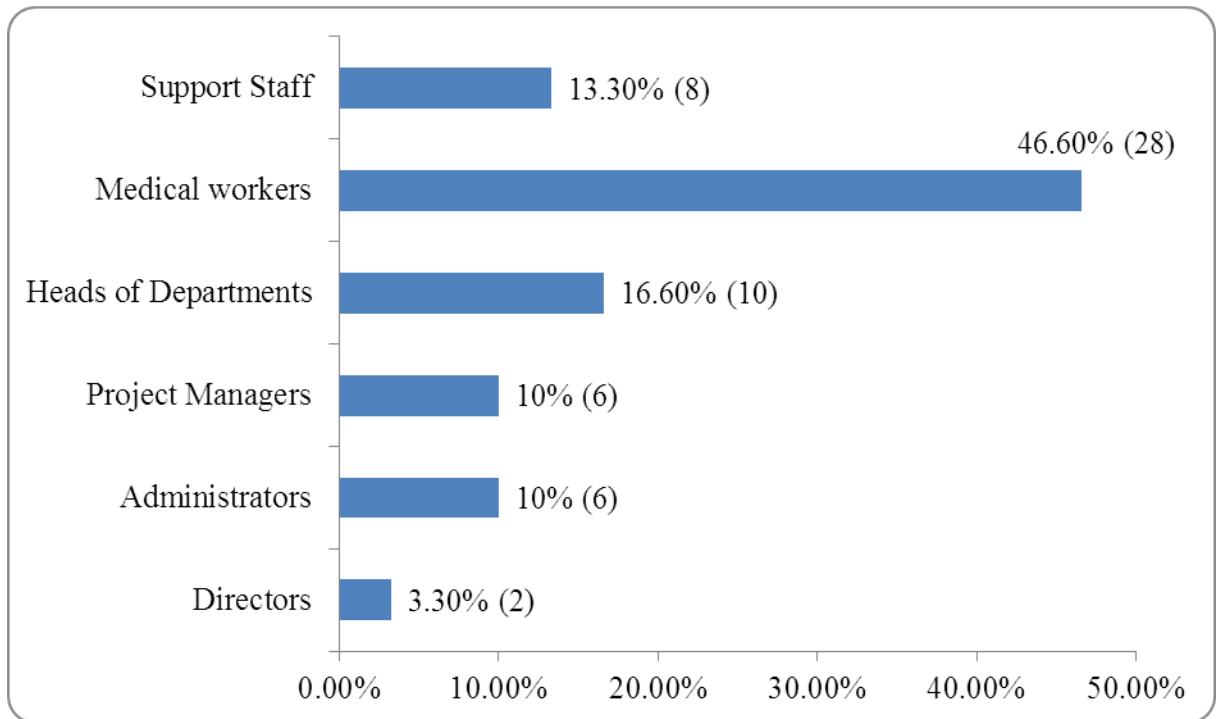
Figure 4   Job title **(N= 60)**

Source: Primary Data

The majority of respondents at 46.6% (28) were medical workers, 13.3% (8) were support staff, 16.6% (10) were heads of departments, 10% (6) were both project managers & administrators, and 3.3% (2) were directors. Medical workers had the highest number because one of core objectives of ICOBI is to provide medical service in villages hence employing more medical staff; this implies that Integrated Community Based Initiatives (ICOBI) is able to achieve its objective with this big staff.

4.3.4 Highest Level of Education Completed

Highest level of education completed was categorized as Education Level, Certificate, Diploma, Bachelors, Post graduate level & above and Masters. The results were analyzed using descriptive statistics and are presented below;
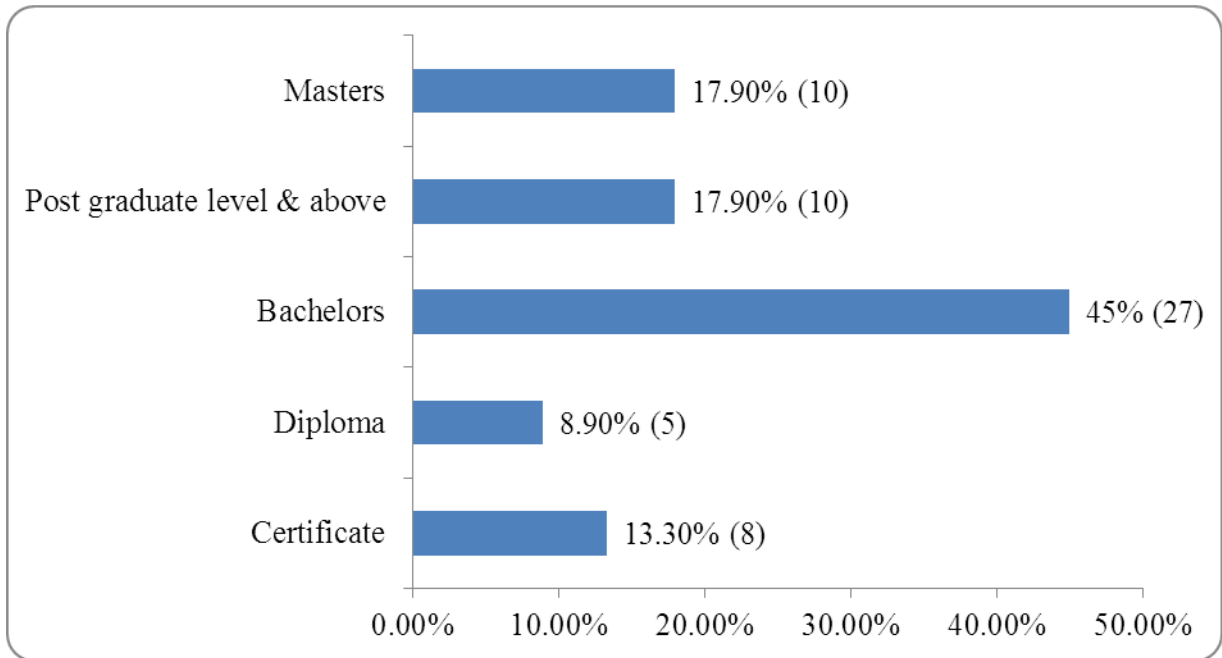
Figure 5   Highest level of education completed (N= 60)

Source: Primary Data

The study findings in the figure above show that majority were bachelors holders at 45% (27), followed by both post graduate level & above and masters holders at 17.9% (10), certificate holders at 13.3% (8) and 8.9% (5) are diploma holders. Bachelor's holders at 45% (27) were the majority due to policy in recruitment which advocates recruitment for bachelor holders; this implies that Integrated Community Based Initiatives (ICOBI) has well qualified staff thus expected to work well hence able to achieve its goals.

4.3.5 Marital Status of Respondents

Marital Status of respondents was categorized as single, married, cohabitating, widowed and separated / divorced. The results were analyzed using descriptive statistics and are presented below;
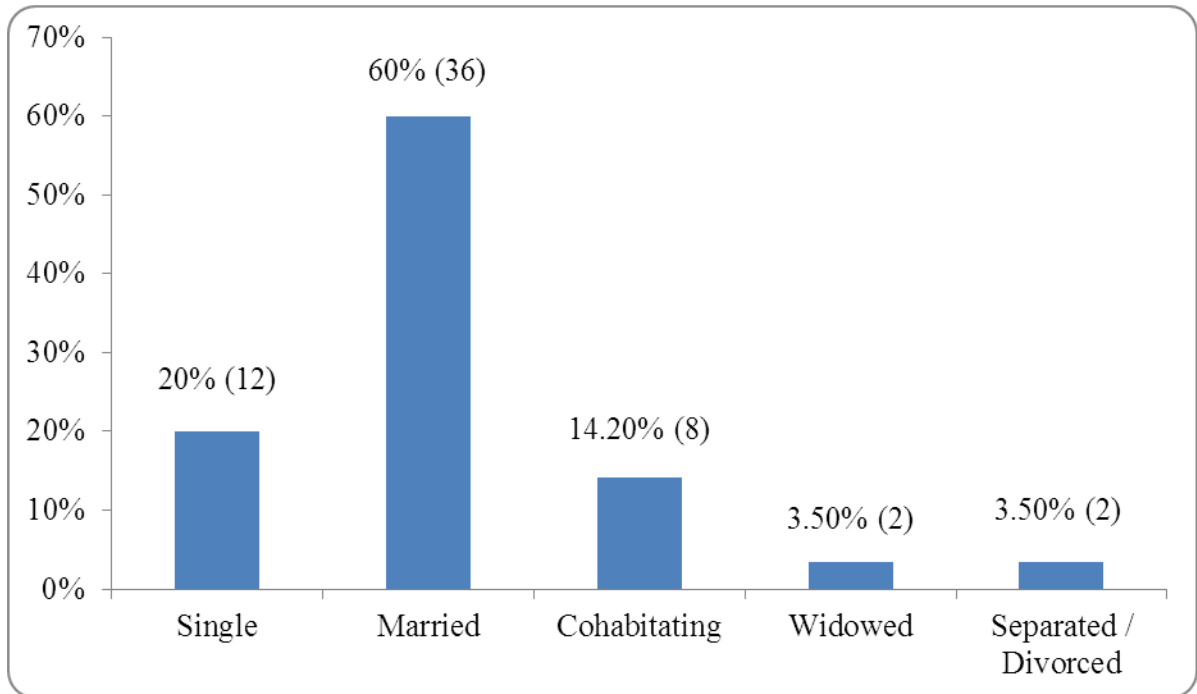
Figure 6   Marital Status of respondents (N= 60)

Source: Primary Data

A good number of respondents at 60% % (36) were married, 20% (12) were single, 14.2% (6) were cohabitating and 3.5% (2) were widowed or separated/divorced. Married had the highest number and this may help to be respected by the clients in the community and also this implies that staffs are able to give a fair representation of the community which assistances in aligning objectives to community needs.

4.4   Empirical Findings on Reward Management and Employee Performance.

4.4.1 Pay and Employee Performance at Integrated Community Based Initiatives (ICOBI)

This section looked at pay and it affects employee performance at integrated community based initiatives (ICOBI). These entities in pay included contingent pay, bonuses, allowances, salary increment and remuneration.

Table 2   Responses on Pay (N= 60)

Pay	SA	A	NS	D	SD
Reward management in ICOBI has motivated me to improve performance.	1 (1.6%)	23 (38.5%)	10 (16.6%)	21 (35%)	5 (8.3%)
Financial rewards in ICOBI motivates me to improve my performance	10 (16.6%)	28 (46.6%)	7 (11.6%)	8 (13.6)	7 (11.6%)
I consider to leave if my pay is not revised	6 (10%)	26 (43.3%)	6 (10%)	14 (23.4%)	8 (13.3%)
I always produce quality results according to the set objectives and goals	19 (31.6%)	20 (33.5%)	10 (16.6%)	5 (8.3%)	6 (10%)
Patients receive timely service delivery at ICOBI.	12 (20%)	24 (40%)	10 (16.6%)	10 (16.6%)	4 (6.8%)
Rewards given to me increase my moral and working relationship at work	4 (6.6%)	26 (43.6%)	7 (11.6%)	10 (16.6%)	13 (21.6%)
I always arrive at my work place in time to accomplish given assignments.	20 (33.3%)	28 (45.1%)	3 (5%)	8 (13.3%)	2 (3.3%)

: Strongly Disagree=SDA, Disagree=DA, Not Sure=NS, Agree=A, Strongly Agree=SA

Source: Primary Data

When respondents were asked if reward management in ICOBI has motivated them to improve performance, 40.1% (24) of the respondents agreed with the statement 43.3% (26) of the respondents disagreed with the statement, 16.6% (10) were not sure and this implies that most of the employees were somehow motivated.

When respondents were asked if financial rewards in ICOBI motivate them to improve their performance, 63.2% (38) of the respondents agreed with the statement, 24.9% (15) of the respondents disagreed with the statement, 11.6% (7). And according to 63.2% (38) of the respondents to agree this could imply that the 24.9% who disagreed could be attributing that financial reward is not the only motivator to improve performance.

When respondents were asked if they consider leaving if their pay is not revised, 53.3% (32) of the respondents agreed with the statement, 36.6% (22) of the respondents disagreed with the statement, 10% (6) were not sure and this implies that the majority of the employees were not convinced with the pay.

When respondents were asked if staffs produce quality results according to the set objectives and goals, 64.9% (39) of the respondents agreed with the statement ,18.3% (11) of the respondents disagreed with the statement, 16.6% (10) were not sure and even not conviced.

When respondents were asked if patients receive timely service delivery, and 60% (36) of the respondents agreed with the statement, 23.2% (14) of the respondents disagreed with the statement, 16.6% (10) were not.

When respondents were asked if rewards given to them increase their moral and working relationship at work, 49.9% (30) of the respondents agreed with the statement, 11.6% (7)

were not sure and 38.2% (23) of the respondents disagreed with the statement since mean was above 3.0 means that majority of respondents agreed with the statement.

When respondents were asked if they arrive at work place in time to accomplish given assignments, 78.4% (47) of the respondents agreed with the statement, 5% (3) were not sure and 16.6% (10) of the respondents disagreed with the statement since mean was above 3.0 means that majority of respondents agreed with the statement.

In order to establish the relationship between Pay and Employee Performance at Integrated Community Based Initiatives (ICOBI), a correlation coefficient was calculated.

Respondents in the interview were asked whether employees can leave if pay is not revised and if so, what have they done to ensure that there is no more leaving, one said

"If conflicts could be avoided, there is good relationship with co-workers, respect for each other and consult subordinates on some matters, employees would be satisfied and forget about leaving ICOBI".

Another one said,

"Open communication and sharing problems with Directors and managers makes employees satisfied and encourages them not to leave their jobs".

Two of them said;

"It is advisable that administrators respect employees and give them equal treatment, ensuring them of job security and prompt payment of salaries make employees feel satisfied and then stop leaving and also they should provide results but not giving excuses all the time.

Results from interview show that employees have left due to inadequate pay, reward

management and as management it can be avoided to see that employees are not leaving.

Avoiding conflicts, good relationship and respect for each other all can help to stop staff

leaving ICOBI. It is very important to have open communication with employees that is

when management gets to know employees' views about reward management and

employee performance.

Table 3 Correlations between **Pay and Employee Performance** at (ICOBI) **(N= 60)**

Correlations

		Pay	Employee performance
Pay	Pearson Correlation	1	.718**
	Sig. (2-tailed)		.000
	N	60	60
Employee performance	Pearson Correlation	.718**	1
	Sig. (2-tailed)	.000	
	N	60	60

**. Correlation is significant at the 0.01 level (2-tailed).
Source: Primary Data

The findings reveal that there is a positive statistical significant relationship between Pay

and Employee Performance at Integrated Community Based Initiatives (ICOBI) given by

the Pearson correlation of 0.718** and P=0.00. This indicates that when staff pay is

improved, Employee Performance at Integrated Community Based Initiatives (ICOBI) is

likely to also improve hence reduction in employee turnover; this helps managers at

Integrated Community Based Initiatives (ICOBI) in focusing on long term projects.

Table 4   Variation in Pay and Employee Performance at Integrated Community Based Initiatives (ICOBI) (N= 60)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.886	5.238		1.124	.266
	Pay and staff performance	.919	.121	.718	7.580	.000

Source: Primary Data

The study used coefficients (beta values) statistical technique to analyze data. This helped to determine the extent and direction of the relationship between pay and employee performance. The study showed that pay had beta value of 0.718. It can be deduced from the regression that at 1% increase in pay, employee performance will increase by 0.718% and at 100% increase in pay; employee performance is likely to increase by 71.8%. Since significance calculated .000a is lower than 0.05, the researcher accepted the hypothesis that "There is a relationship between pay and employee performance in Integrated Community Based Initiatives (ICOBI)".

4.4.2 Training and Employee Performance at Integrated Community Based Initiatives (ICOBI)

This section looked at training and how it affects employee performance at Integrated Community Based Initiatives (ICOBI). These included philosophy of training, on – job training and coaching.

Table 5. Training and Employee Performance at Integrated Community Based Initiatives (ICOBI) (ICOBI) (N= 60)

Training	SA	A	UD	D	SD
Training is one of the rewards given to me to enhance performance.	3 (5%)	27 (45%)	8 (13.3%)	14 (23.4%)	8 (13.3%)
Training is done fairly in all ICOBI departments.	6 (10%)	20 (33.3%)	5 (8.3%)	18 (30%)	11 (18.4%)
The opportunity at ICOBI helps me to improve my performance.	7 (11.8%)	26 (43.3%)	5 (8.3%)	12 (20%)	10 (16.6%)
Management involve staff when making Training policies	3 (5%)	11 (18.4%)	10 (16.6%)	24 (40.1%)	12 (20%)
Rewards are equitably distributed	6 (10%)	10 (16.6%)	12 (20%)	21 (35%)	11 (18.4%)
Training policies at ICOBI motivates me to improve on performance	5 (8.3%)	13 (21.6%)	8 (13.3%)	27 (45%)	7 (11.8%)
I appreciate trainings given to me by ICOBI organization	7 (11.8%)	25 (41.6%)	2 (3.3%)	17 (28.3%)	9 (15%)
ICOBI provides opportunities for employees to go for further trainings	28 (46.6%)	19 (31.8%)	2 (3.3%)	6 (10%)	5 (8.3%)

Strongly Disagree=SDA, Disagree=DA, Not Sure=NS, Agree=A, Strongly Agree=SA

Source: Primary Data

When respondents were asked if, Training is one of the rewards given to me to enhance performance, 50% (30) of the respondents agreed with the statement, 36.6% (22) of the respondents disagreed with the statement, 13.3% (8) were not sure. This implies that the majority of respondents agreed with the statement concerning training rewards given.

When respondents were asked if, Training is done fairly in all ICOBI departments. 43.3% (26) of the respondents agreed with the statement, 48.3% (29) of the respondents disagreed with the statement, 8.3% (5) were not sure.

When respondents were asked if, the opportunity at ICOBI helps me to improve my performance, 36.6% (22) of the respondents disagreed with the statement, 8.3% (5) were not sure.

When respondents were asked if rewards are equitably distributed, 26.6 % (16) of the respondents agreed with the statement, 53.3% (32) of the respondents disagreed with the statement.

20% (12) were not sure and 26.6 % (16) of the respondents agreed with the statement.

When respondents were asked if reward management policies at ICOBI motivate them to improve performance, 56.6% (34) of the respondents disagreed with the statement, 13.3% (8) were not sure and 29.9 % (18) of the respondents agreed with the statement.

When respondents were asked if they appreciate trainings given to them by ICOBI organization, 43.3% (26) of the respondents disagreed with the statement, 3.3% (2) were not sure and 53.2% (32) of the respondents agreed with the statement since mean was above 3.0 means that majority of respondents agreed with the statement.

And when respondents were asked if ICOBI provides opportunities for employees to go for further trainings, 18.3% (11) of the respondents disagreed with the statement, 3.3% (2) were not sure and 78.2% (47) of the respondents agreed with the statement since mean was above 3.0 means that majority of respondents agreed with the statement.

Table 6 Training and Employee Performance at Integrated Community Based Initiatives (ICOBI) (N= 60)

Correlations

		Training and staff performance	Employee performance
Training and staff performance	Pearson Correlation	1	.783**
	Sig. (2-tailed)		.000
	N	60	60
Employee performance	Pearson Correlation	.783**	1
	Sig. (2-tailed)	.000	
	N	60	60

**. Correlation is significant at the 0.01 level (2-tailed).
Source: Primary Data

The findings reveal that there is a positive statistical significant relationship between training and employee performance at Integrated Community Based Initiatives (ICOBI) given by the Pearson correlation of 0.783** and P=0.00. This indicates that when staff training is improved, employee performance at Integrated Community Based Initiatives (ICOBI) is likely to also improve hence increase in both individual and group output; this helps managers at Integrated Community Based Initiatives (ICOBI) to increase output.

Table 7 Training and Employee Performance at Integrated Community Based Initiatives

   (ICOBI) (N= 60)

	Coefficients^a				
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5.584	4.344		1.286	.204
Training and staff performance	.698	.076	.783	9.240	.000

a. Dependent Variable: employee performance
Source: Primary Data

The study used coefficients (beta values) statistical technique to analyze data. This helped to determine the extent and direction of the relationship between training and employee performance. The study showed that pay had beta value of 0.783. It can be deduced from the regression that at 1% increase in training, employee performance will increase by 0.783% and at 100% increase in training; employee performance is likely to increase by 78.3%. Since significance calculated .000a is lower than 0.05, the researcher accepted the hypothesis that "There is a relationship between training and employee performance in Integrated Community Based Initiatives (ICOBI).

4.4.3 Promotion and Employee Performance at Integrated Community Based Initiatives (ICOBI)

This section looked at promotion and how it affects employee performance at Integrated Community Based Initiatives (ICOBI). These included basis of promotion, time and change of roles.

Table 8Promotion and Employee Performance at Integrated Community Based Initiatives (ICOBI) (N= 60)

Promotion	SA	A	NS)	D	SD
Promotion is done satisfactory in the department	3 (5%)	25 (41.6%)	7 (11.8%)	15 (25%)	10 (16.6)
Supervisors are supportive after promotion	6 (10%)	36 (60%)	4 (6.6%)	5 (8.4%)	9 (15%)
Supervisors ignore responsibility when juniors are promoted	10 (16.6%)	9 (15%)	6 (10%)	22 (36.6%)	13 (21.8%)
Fellow staff (Juniors) are supportive after promotion	14 (23.5%)	34 (56.6%)	2 (3.3%)	8 (13.3%)	2 (3.3%)
Promotion is done according to performance	5 (8.3%)	20 (33.4%)	5 (8.3%)	27 (45%)	3 (5%)
ICOBI staff that perform very well are recognized and promoted	11 (18.3%)	13 (21.8%)	7 (11.6%)	12 (20%)	17 (28.3%)
Promotion in ICOBI is done equitably	1 (1.6%)	14 (23.4%)	9 (15%)	18 (30%)	18 (30%)

Strongly Disagree=SDA, Disagree=DA, Not Sure=NS, Agree=A, Strongly Agree=SA

Source: Primary Data

When respondents were asked if promotion done in the department is satisfactory, 41.6% (25) of the respondents disagreed with the statement, 11.6% (17) were not sure and 46.6% (28) of the respondents agreed with the statement since mean was above 3.0 means that majority of respondents agreed with the statement.

When respondents were asked if supervisors are supportive after promotion, 23.3% (14) of the respondents disagreed with the statement, 6.6% (4) were not sure and 70% (42) of the respondents agreed with the statement since mean was above 3.0 means that majority of respondents agreed with the statement.

When respondents were asked if supervisors ignore responsibilities when juniors are promoted, 58.2% (35) of the respondents disagreed with the statement, 10% (6) were not sure and 31.6% (19) of the respondents agreed with the statement.

When respondents were asked if fellow staffs (juniors) are supportive after promotion, 15.6% (10) of the respondents disagreed with the statement, 3.3% (2) were not sure and 79.9% (48) of the respondents agreed with the statement since mean was above 3.0 means that majority of respondents agreed with the statement.

When respondents were asked if promotion is done according to performance, 50% (30) of the respondents disagreed with the statement, 8.3% (5) were not sure and 41.6% (25) of the respondents agreed with the statement.

When respondents were asked if ICOBI staffs that perform well are recognized and promoted, 48% (29) of the respondents disagreed with the statement, 11.6% (7) were not sure and 39.9% (24) of the respondents agreed with the statement since mean was above 3.0 means that majority of respondents agreed with the statement.

When respondents were asked if promotion is done equitably, 60% (36) of the respondents disagreed with the statement, 15% (9) were not sure and 24.9% (15) of the respondents agreed with the statement.

When respondents were asked in an interview whether promotion motivates them, one answered that,

"It motivates and gives morale to perform and they feel part of the organization and contributing to the organizations success"

The researcher is confident to say that moral is determined by the manager's relationship with them so as to feel satisfied and remain working with ICOBI. This is true with the respondent, who said,

"When there is poor relationship, lack of motivation and delay in salary payment employees feel they are undervalued and think of leaving".

When asked the measures they have put as managers to improve on the employees' morale, they said,

"As management we have tried to create good relationship with employees, we involve them in everything to make them feel recognized"

Basing on the above management should know what to do in order to improve employees morale but it seems they do not have the capacity to put in place what they think is the best. They have to first seek authority from the Chief Executive Officer which is a long process.

Table 9 Correlations between Promotion and Employee Performance at Integrated Community Based Initiatives (ICOBI) (N= 60)

Correlations

		Promotion and staff performance	Employee performance
Promotion and staff performance	Pearson Correlation	1	.729[**]
	Sig. (2-tailed)		.000
	N	60	60
Employee performance	Pearson Correlation	.729[**]	1
	Sig. (2-tailed)	.000	
	N	60	60

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

The findings reveal that there is a positive statistical significant relationship between promotion and employee performance at Integrated Community Based Initiatives (ICOBI) given by the Pearson correlation of 0.729^{**} and P=0.00. This indicates that when staff promotion is enhanced, employee performance at Integrated Community Based Initiatives (ICOBI) will improve hence increase in both individual and group output; this helps managers at Integrated Community Based Initiatives (ICOBI) to reduce employee turnover.

Table 10 Variation in Promotion and Employee Performance at Integrated Community Based Initiatives (ICOBI) (N= 60)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.344	4.638		2.014	.049
	Promotion and staff performance	.630	.080	.729	7.835	.000

Source: Primary Data

The study used coefficients (beta values) statistical technique to analyze data. This helped to determine the extent and direction of the relationship between staff promotion and employee performance. The study showed that pay had beta value of 0.729. It can be deduced from the regression that at 1% increase in staff promotion, employee performance will increase by 0.729% and at 100% increase in staff promotion; employee performance is likely to increase by 72.9%. Since significance calculated .000 is lower than 0.05, the researcher accepted the hypothesis that "There is a relationship between promotion opportunities and performance of employees in Integrated Community Based Initiatives (ICOBI)"

4.4.4 Employee Performance at Integrated Community Based Initiatives (ICOBI)

This section looked employee performance at Integrated Community Based Initiatives (ICOBI).

Table 11 Employee Performance at Integrated Community Based Initiatives (ICOBI) (N= 60)

Employee performance	SA	A	NS	D	SD
I do my work in my department efficiently and effectively.	1 (1.6%)	20 (33.3%)	15 (25%)	14 (23.5%)	10 (16.6%)
I always submit my departmental reports in time.	17 (28.4%)	35 (58.4%)	2 (3.3%)	5 (8.3%)	1 (1.6%)
There is positive impact in my department due to daily attendance.	6 (10%)	33 (55%)	6 (10%)	14 (23.4%)	1 (1.6%)
I usually reach at my place of work timely	27 (45%)	25 (41.8%)	4 (6.6%)	3 (5%)	1 (1.6%)
I provide quality services in my department due to time management.	9 (15%)	8 (13.3%)	2 (3.3%)	19 (32.1%)	22 (36.6%)

Strongly Disagree=SDA, Disagree=DA, Not Sure=NS, Agree=A, Strongly Agree=SA

Source: Primary Data

When respondents were asked if they do their work efficiently and effectively in their department, 34.9% (21) of the respondents agreed with the statement, 40% (24) of the respondents disagreed with the statement, 25% (15) were not sure and this implies that ICOBI is not providing its services adequately to staff.

When respondents were asked if they always submit departmental reports in time, (86.8% 52 of the respondents agreed with the statement, 3.3% (2) were not sure and 9.9% (1) of the

respondents disagreed with the statement, since mean was above 3.0 means that majority of respondents agreed with the statement.

When respondents were asked if there is a positive impact in my department due to daily attendance, 65% (39) of the respondents agreed with the statement, 25% (15) of the respondents disagreed with the statement, 10% (6) were not sure.

When respondents were asked if they usually reach at work my place timely, 86.8 % (52) of the respondents agreed with the statement, 6.6% (4) were not sure and 6.6% (4) of the respondents disagreed with the statement since mean was above 3.0 means that majority of respondents agreed with the statement.

When respondents were asked if they provide quality services in their department due to time management, 28.3% (17) of the respondents agreed with the statement, 68.7% (41) of the respondents disagreed with the statement, 3.3% (2) were not sure and this could imply that the efficiency and effectiveness in ICOBI is not well considered in some of the departments.

During the interview on the employee performance about increased moral and working relationship at work, a respondent remarked that,

"ICOBI is a non-governmental organization (NGO) with people from different areas and to be able to identify employees' needs to perform well, management need to learn to respect different categories of employee which brings intrinsic satisfaction to them while at work".

Another one said,

"ICOBI being a Non- governmental organization, and by hiring different people from different regions help to provide better services and since some of the workers stay there

for so long, they know the culture of ICOBI and also it brings improved organizational

performance, and they feel better."

CHAPTER FIVE

SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the study, discussion of the findings, conclusions and recommendations and is presented objective by objective.

5.2 Summary of the Study Findings

5.2.1 Relationship between Pay and Performance of Employees in Integrated Community Based Initiatives (ICOBI)

The study findings indicated that there is a positive strong statistically significant relationship between pay and performance of employees in Integrated Community Based Initiatives (ICOBI). The pay features included contingent pay, bonuses, allowances, and salary increment and remuneration influence performance of employees in Integrated Community Based Initiatives (ICOBI). Pay was found to have a Pearson correlation r = 0.718^{**} and significance of 0.000. The study also indicated that pay influences performance of employees in Integrated Community Based Initiatives (ICOBI), 1% increase in pay will result in employee performance increase by 71.8%. Furthermore the study accepted the stated hypothesis that "There is a relationship between pay and employee performance in Integrated Community Based Initiatives (ICOBI)".

5.2.2 Relationship between Training and performance of employees in Integrated Community Based Initiatives (ICOBI)

The study findings indicated that there is a positive strong statistically significant relationship between training and performance of employees in Integrated Community Based Initiatives (ICOBI). The training features included Philosophy of training, on – job training and Coaching influence performance of employees in Integrated Community Based Initiatives (ICOBI). Training was found to have a Pearson correlation r = 0.783** and significance of 0.000. The study also indicated that training influences performance of employees in Integrated Community Based Initiatives (ICOBI), 1% increase in training will result in employee performance increase by 78.3%. Furthermore the study accepted the stated hypothesis that "There is a relationship between training and employee performance in Integrated Community Based Initiatives (ICOBI)".

5.2.3 Relationship between Promotion opportunities and performance of employees in Integrated Community Based Initiatives (ICOBI)

The study findings indicated that there is a positive strong statistically significant relationship between promotion and performance of employees in Integrated Community Based Initiatives (ICOBI). The promotion features included Philosophy of training, on – job training and Coaching influence performance of employees in Integrated Community Based Initiatives (ICOBI). Promotion was found to have a Pearson correlation r = 0.729** and significance of 0.000. The study also indicated that promotion influences performance of employees in Integrated Community Based Initiatives (ICOBI), 1% increase in training

will result in employee performance increase by 72.9%. Furthermore the study accepted the stated hypothesis that "There is a relationship between promotion opportunities and performance of employees in Integrated Community Based Initiatives (ICOBI)".

5.3   Discussion of Findings

5.3.1   Relationship between Pay and performance of employees in Integrated Community Based Initiatives (ICOBI)

The findings revealed that reward management is the one way that has brought labour turn over in ICOBI, this view is shared by Armstrong (2008) who asserts that pay is in monetary term (money), It is the goal for compensation and designed in a way that will attract, motivate and retain competent employee.

According to (Lawler, 1971) who argues that if the necessary abilities and conditions are present, pay can motivate good performance if employees value pay; and believes that good performance results in high pay that is performance related pay (PRP), study findings revealed that rewards provide to us increase our moral and working relationship at work.

In line with the findings, Adams (1965) developed the equity theory that focused on how people feel about fairly treated compared to others in terms of distribution and fair pay, when employees perceive that there is bias and inequity in job decision, not listening to their views when making decisions and this will bring procedural injustice among employees, study findings agreed that ICOBI supervisors listens, monitors and evaluates our work.

5.3.2 Relationship between Training and performance of employees in Integrated Community Based Initiatives (ICOBI)

The findings revealed that ICOBI provides opportunities for employees to go for further trainings this view is shared by Saleemi (2010) who asserts that human resource management training is regarded as a measure of staff development and career planning for purposes of ensuring improved performance, further notes that the amount of money spent on training is an investment in human assets.

The findings revealed that training benefited job performance, this view is shared by Saleem (2010) who assert that training has the following benefits which include higher performance and target of organization through participative management, less learning period, uniformity of procedures, manpower development, economy of materials and equipment, less supervision, high morale, and participative management, the study further revealed that there is positive impact in our department performance due to training.

5.3.3 Relationship between Promotion opportunities and performance of employees in Integrated Community Based Initiatives (ICOBI)

Findings are in agreement with Armstrong (2008) who said that the point could be made that a vigorous organization needs infusions for fresh blood from time to time if it not to stagnate. In addition, the policy might state that employees will be encouraged to apply for internally advertised jobs, and will be held back from promotion by their managers, however reluctant the latter may be loose them, study findings agreed that there is frequent promotion in the department using interview.

The study findings revealed that promotion goes with pay raise, Http:// en wikepedia.org, (Promotion rank) notes that the amount of salary increase associated with a promotion

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varies a great deal between industries and sectors, and depending on what parts of the hierarchical ladder an employee is moving between, furthermore the study agreed that promotion motivates staff.

Findings reveal that there is frequent promotion in the department using interview, according to http:/!en wikepedia.org.wiki promotion, In many NGO'S, when a manager wants to promote an employee, they must follow a number of steps, such as advertising the position, accepting applications from qualified candidates, screening and interviewing candidates, and then documenting why they chose a particular candidate, the study also agreed that promotion is done on merit every colleague gets a chance of promotion.

5.4   Conclusions

5.4.1   Pay and performance of employees in Integrated Community Based Initiatives (ICOBI)

The study concluded that pay has a significant positive relationship with performance of employees in Integrated Community Based Initiatives (ICOBI). It was also noted by majority of respondents that "our supervisors listens, monitors and evaluates our work".

The study also concluded that rewards motivate staff, however, some of the respondents disagreed that lack of motivation has hindered me to perform as expected, the study further agreed that patients receive timely service delivery. A basic research hypothesis was formulated to cater for the purpose of the study and working hypotheses were derived from that single hypothesis in line with the objectives of the study.

5.4.2 Relationship between Training and Performance of Employees in Integrated Community Based Initiatives (ICOBI)

The study concluded that staffs training have a significant positive relationship with performance of employees in Integrated Community Based Initiatives (ICOBI), this is due to the fact that many respondents agreed with this statement.

The study also concluded that there is positive impact in the department performance due to training this could have resulted in respondents agreeing that training benefited staff job performance.

Furthermore, the study also concluded that staff department training method helps them to actively participate; it also agreed that training of staff is identified through performance appraisal.

5.4.3 Relationship between Promotion Opportunities and Performance of employees in Integrated Community Based Initiatives (ICOBI)

The study concluded that staff promotion has a significant positive relationship with performance of employees in Integrated Community Based Initiatives (ICOBI).

The study also concluded that promotion increase employee performance which increases job commitment, the study further revealed that promotion is done according to performance.

The study also concluded that promotion motivates staff, it further asserted that promotion is done on merit every colleague gets a chance of promotion.

5.5   Recommendations

On the basis of the analysis of the study, the researcher made the following recommendations.

5.5.1   Pay and Performance of Employees in Integrated Community Based Initiatives (ICOBI)

On the basis of findings, the researcher recommends that administrators at Integrated Community Based Initiatives (ICOBI) should improve motivation packages since some respondents disagreed that it only monetary rewards that motivate.

The researcher recommends that administration at Integrated Community Based Initiatives (ICOBI) should increase facilitation since some respondents disagreed that poor facilitation is one way that have brought poor performance.

5.5.2   Relationship between Training and performance of employees in Integrated Community Based Initiatives (ICOBI)

On the basis of findings, the researcher recommends that administrators at Integrated Community Based Initiatives (ICOBI) should continue and increase training since training benefited job performance.

The researcher recommends that Integrated Community Based Initiatives (ICOBI) establish mechanisms for supporting staff for further studies, this was due to the fact that some respondents disagreed that management has supported them to go for further studies.

5.5.3 Relationship between Promotion opportunities and performance of employees in Integrated Community Based Initiatives (ICOBI)

The researcher recommends that Integrated Community Based Initiatives (ICOBI) should setup a system for promotion, majority of respondents disagreed that a criterion used for promotion in ICOBI organization is good.

5.6 Contributions of the Study

The study findings have availed Integrated Community Based Initiatives (ICOBI) Limited with the necessary data and information to guide the formulation of appropriate strategies of combating Employee performance.

The findings provide additional literature on the subject matter and also contributed to the body of knowledge in this country. It will also act as a measure for policy formulation in Employee performance.

5.7 Limitations of the Study

i. The study focused on Integrated Community Based Initiatives (ICOBI). The challenges faced by Integrated Community Based Initiatives (ICOBI) may be unique compared to other community based organization. Therefore it may not be easy to generalize the findings.

ii. The study was a case and conducted in a limited timeframe. This could have left out certain critical respondents who may not have been readily available at the time of the research.

5.8 Areas of Further Research

There are several factors that affect employee performance in Uganda, this study focused on only pay, training and promotion, yet there are other factors which should be looked at.

Most of the respondents in this study were current workers of Integrated Community Based Initiatives (ICOBI), another study on former staff would also provide another perspective.

Also another area for further research recommended is about job satisfaction and employee retention in Integrated Community Based Initiatives (ICOBI).

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APPENDICES

APPENDIX A: QUESTIONNAIRE FOR RESPONDENTS

Dear Respondent:

My name is Arikwera Godwin and I am a participant at Uganda Management Institute, Kampala perusing a Master's degree in Management Studies (Public Administration and Management). The study is undertaken as a partial fulfillment of the requirements for the award of the Master's degree.

This study is designed to examine how reward management and employee performance is done at ICOBI.

I have thought of you as the person who can give the actual information, as an employee of ICOBI organization. I therefore humbly invite you to participate in this study by filling the attached questionnaire with honesty to enable me produce a research concept.

The information you provided helped in understanding of reward management strategies and employee performance in ICOBI and it is hoped that the findings of the study can be used to improve the performance of ICOBI services.

The following questionnaire required approximately 10 minutes of your precious time. There is no compensation for responding nor is there any known risk. In order to ensure that all information remained confidential, please *do not* include your name.

The information obtained was treated with utmost confidentiality and for academic purposes only.

Thank you for taking the time to assist me in my educational endeavors.

Sincerely,

Arikwera Godwin   +256-772451797

QUESTIONNAIRE FOR OPERATIONAL STAFF.

Section A: Background Information

1) Gender: Male   ☐   Female   ☐

2) Age bracket   <30years   ☐   30 years to 50 years   ☐   >50 years ☐

3) Job title:…………………….....…………………………………………………

4) For how long have you worked with ICOBI?

<1 year   ☐   1-5 years   ☐   6-10 years   ☐   over 10 years   ☐

5)   What is your highest level of education completed?

Certificate ☐   Diploma   ☐   Degree   ☐

Post Graduate Diploma   ☐   Master's Degree   ☐   Ph. D   ☐

SECTION B.

In this section, using the rating scale of 5-1 as illustrated below, select by ticking the scale that best

describes your opinion with concerning the aspect.

5-Strongly Agree   4-Agree 3-Not Sure   2-Disagree   1-Strongly Disagree

B) Pay and Employee Performance.

NO	ITEM	1	2	3	4	5
1	Reward management in ICOBI has motivated me to improve performance.					
2	Financial rewards in ICOBI motivates me to improve my performance					
3	I consider to leave if my pay is not revised					
4	I always produce quality results according to the set objectives and goals					
5	Patients receive timely service delivery at ICOBI.					
6	Rewards given to me increase my moral and working relationship at work					
7	I always arrive at my work place in time to accomplish given assignments.					

SECTION C

In the subsequent sections use the scale provide to tick or circle a number that describe your opinion. 5-Strongly Agree   4-Agree   3-Not Sure   2-Disagree   1-Strongly Disagree

B) Promotion and staff performance

NO	ITEM	1	2	3	4	5
1	Promotion is done satisfactory in the department					
2	Supervisors are supportive after promotion					
3	Supervisors ignore responsibility when juniors are promoted					
4	Fellow staff (Juniors) are supportive after promotion					
5	Promotion is done according to performance					
6	ICOBI staff that perform very well are recognized and promoted					
7	Promotion in ICOBI is done equitably					

SECTION D

In the subsequent sections use the scale provide to tick or circle a number that describe your opinion. 5 Strongly agree, 4 Agree, 3 Not sure, 2 Disagree, and 1 Strongly Disagree.

D) Training and staff performance.

NO	ITEM	1	2	3	4	5
1	Reward is done according to performance					
2	Training is done fairly in all ICOBI departments.					
3	The remunerations commensurate to meet some of my needs					
4	Management involve staff when making reward management policies					
5	Rewards are equitably distributed					
6	Reward policies at ICOBI motivates me to improve performance					
7	I appreciate trainings given to me by ICOBI organization					
8	ICOBI provides opportunities for employees to go for further trainings					

SECTION E

In the subsequent sections use the scale provide to tick or circle a number that describe your opinion. 5 Strongly agree, 4 Agree, 3 Not sure, 2 Disagree, and 1 Strongly Disagree.

(E) Employee Performance.

1	Performance in my department is efficiency and effectiveness.	1	2	3	4	5
2	I always submit in my departmental reports in time.					
3	There is positive impact in my department due to daily attendance.					
4	I usually reach at place of work in time					
5	ICOBI staff performance is identified through efficiency and effectiveness					

APPENDIX: B

Interview Guide for Administrators and Heads of Departments

1) How long have you worked in ICOBI?

2) What is your managerial position?

3) What effect does reward management have on employee performance?

4) What reward policies do you have in place?

5) How did these rewards come in place?

6) What procedures do you follow to reward employees in ICOBI?

7) What types of Monetary/non monetary reward do you offer to your staff?

8) What efforts are made by personnel department to see that rewards of staff are equal?

9) Has staff promotion benefited the department?

10) Do you have any training programme for staff?

11) Does the training received by your staff through needs assessment or through problem based?

12) How do you select staff for training?

13) How do you evaluate the training of staff and their performance

14) Where the staffs perform well how are they appreciated?

15) Are you satisfied with the staff performance compared with their work load and pay?

16) Which methods of training do you use to delivery training?

17) How do you ensure that training undertaken is relevant to the work?

18) How do you ensure that the knowledge, skill and activities acquired during training are Utilized on the job?

19) What support would you need from the supervisors to ensure that rewards are given to the right people that deserve it?

20) Any other comment on reward management?

21) Do you believe that rewards have an effect on performance please explain?

APPENDIX: C Interview Guide for patients.

1) Do your medical staff very kind to you?

2) How would you rate the service you received while in ICOBI?

3) Were you involved as much as you wanted in decision making about your treatment?

4) Did the medical personnel tell you what you need to know about yourself?

5) How effective and efficient was the quality of service offered to you while in ICOBI?

6) Were you treated in a benefiting manner while in ICOBI? Explain your answer

7) How long did the Nurse or Doctor take to respond to you when you called for help?

8) How do you think ICOBI could improve its service delivery to its patients in the near

future?

9) When you are diagnosed did they give you all the medicine required for your treatment?

10) Are you willing to come back next time you get sick?

APENDIX C: DOCUMENTARY REVIEW CHECKLIST

Documents to be reviewed	Information expected
Annual Performance Reports	-Organizational performance (Finance & HR) -Performance gaps -Renewed policies
Quality assurance survey reports / Audit reports	-Quality assurance -Financial performance -Human resource performance -Performance gaps -Recommendations made by the auditors
Previously done internal research report	-Gaps identified by the research in relation to the study variables -Discussions in relation to study variables -Recommendations made by the researcher in relation to the study variables
Magazines	-Organizational achievements in line with its Vision, Mission and objectives
Strategic plan	-Future plans of the organization

APPENDIX D   Table for determining sample size from a given population

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Note: "N" is population size;   "S" is sample size.

Krejcie, Robert V., Morgan, Daryle W., "Determining Sample Size for Research Activities",

S<u>Educational and Psychological Measurement</u>, 1970.