

**REWARD SYSTEMS AND JOB SATISFACTION IN PRIVATE HOSPITALS IN
UGANDA: A CASE STUDY ST STEPHEN'S HOSPITAL MPERERWE CHURCH OF
UGANDA. (C.O.U).**

BY

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DECLARATION

I, Juliet Naluwemba, I declare that this dissertation is my original work and has never been presented to any higher learning institution for any academic award.

Sign:

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APPROVAL

We certify that Juliet Naluwemba carried out this study and wrote this dissertation under our supervision.

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DEDICATION

This dissertation is dedicated to my parents, and all my relatives whose endeavors and encouragement resulted into the wonderful production of this research proposal.

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ABSTRACT:

This study investigated the effect of reward systems on job satisfaction at St Stephen's Hospital Mpererwe C.O.U in order to advise on how to improve the reward systems of the institution. This study was prompted by the persistent dissatisfaction of St Stephen's Hospital Mpererwe C.O.U since it has always been able to provide only a few rewards in place. The study adopted the correlation cross- section at case study design using both qualitative and quantitative approaches. The data was collected from two members of the top management and 40 members of the sampled staff. The sample consisted of 45 members of staff. The response rate was 100%.The data collection methods employed included questionnaire survey, interviews, and documentary reviews. The instruments used were: questionnaires, interviews and the documentary reviews guide. Data was analyzed using descriptive and inferential statistics. The study revealed that monetary rewards and non-monetary rewards significantly influence employee job satisfaction at St Stephen's Hospital Mpererwe C.O.U. and therefore it was concluded that the two kinds of rewards have a bearing on employee job satisfaction however, St Stephen's Hospital has some rewards in place, they are not sufficient to satisfy the employees. Whereby the current rewards are few to enhance employee job satisfaction. The study recommends that St Stephen's should consider non-monetary rewards in order to boost employee job satisfaction. It should put in place a mechanism to improve on the monetary rewards in order to satisfy the employees in the organization.

CHAPTER ONE

INTRODUCTION

1.1. Introduction:

The study investigated the relationship between reward systems and job satisfaction at St Stephen's Hospital Mpererwe C.O.U. In the study Reward systems was conceived as the independent variables while Job satisfaction the dependent variable. This chapter presents the background to the study, problem statement, purpose or general objectives of the study, the objectives of the study, research questions hypothesis, significance of the study, justification, scope of the study and operational definitions.

1.2. Background of the Study.

1.2.1. Historical Perspective.

Most often scholars and organizational managers interchangeably use or apply the terms remuneration, reward systems ,pay and compensation all to refer to something given to an employee after service delivery (McConnell& Bruce , 2008). Accordingly this issue of compensation in exchange for one's labor output into organizational utilization is traceable beyond medieval times (10,000 – 6000BC) According to McConnell and Bruce the concept of remuneration started with material things such as salt when kings, monarchs and chiefs wanted to appreciate those that had done work or something for them this was mainly done for psychological appeasement to the service provider.

Remuneration or reward systems become more common among merchants. During medieval times and also in the pre-industrial era in the European society Rewards were mainly in form of jewelry, lodging ,food and clothes according to (Bebchuk and Yaniv, 2005) ,During the commercial revolution of (1520 - 1650AD) reward incentives were also prevalent and became more entrenched in People's lives. Thereafter in the times of the industrial revolution (18th and 19th centuries) AD and very much so during the initial times of the 20th century AD cash became highly popularized something that also crept into the service economy era of the 21st century , ADC (Freedman & Saks, 2007). Presently, employees are given rewards in monetary forms and even in non-monetary forms. This is what some scholars like (Frydman & Saks, 2007), referred to as pay and organizational support. To them pay referred to salary, allowances and fringe benefits. All these were intended to boost employee morale and ultimately, their job satisfaction.

Further examination of the history on employee rewards or remuneration revealed that, there were fundamentally two broad, schools of thought or premises. The first premise was that Rewards to employees were real motivators and therefore beared the potential to enhance job satisfaction. This school of thought hinges on the works of (Abraham Maslow,1943), who indicated that when monetary rewards were given to an employee with the latter's perception that the monetary rewards were worthwhile , the employees psychological real became a psychological reeling became boasted and subsequently his love for the job became enhanced .

On the contrary , in another school of thought spear headed by (Fredrick Herzberg,1974) and supported by (Weiss, 2002), monetary rewards (such ascend of month salary and allowances) weren't seen as motivators of satisfaction rather they were deemed to be only

hygiene factors(op cit) to date it is very clear that there is even a higher positive correlation of pay salaries, wages and allowances with job satisfaction, never the less according to (Jean Francis, 2004 and Land, Kroner and Ravir ,2009). What is now perplexing in most organizations is the latter's ability to mobilize financial resources for their employees to meet psychological aspirations and therefore to maintain employee optional job satisfaction. So far, according to contemporary social scientists.

Researchers and writers for example Professor (Ezenne ,2011), employee reward system if conceived as basic pay allowances and other non-monetary benefits constitute important obligations to the organization. In this regards the fulfillment of this cardinal. According, to Ezenne most organizations have failed to fulfill this cardinal duty which otherwise cardinal duty which otherwise involve on organization into heavy expenditure. Ezenne has so far observed that in most service organizations such as health centres and education wages and salaries consume about 70% of the mobilized funds at times leaving the given organization into a sorry financial state due to such huge expenditure on service compensations most organizations have been seen prudently devising means to procure financial resources. This was how most institutions in Uganda came to cooperate with the donor world in Europe and elsewhere in the USA.

It was important for any organization to understand what satisfies its employees in order for them to achieve organizational objectives , The happier people were within their jobs , the more satisfied they were said to be (Diener, 1984) job satisfaction was determined by a number of aspects including work rewards , ethics , working environment , job stability , working hours , emotions, wages ,salaries ,recognition, benefits, compensation , bonuses , and personal attitudes (Sekaran,1989 ,Fishing and Saner Eyupuglu,2000) Earlier reward systems were studied assets

of the task itself , salary ,promotions, behaviors of supervisors and coworkers ,fringe benefits working environment (Lockie,1976; Green beg , 1979; Loscocco , et al, 1991). The scholars demonstrated how age combines with work to produce differences may be a good predictor of reward systems towards job satisfaction and (Clifford, 1985) focused on diverse occupational groups.

Accordingly to David Court(1999), most NGO and CBO as private service providers were mainly established in the (1990s) when Uganda Government ushered into the economy liberal reforms to privatize and commercialize service delivery. However with economic slump across the globe many institutions have tended to get their aspirations thwarted or stifled as the donor world resorted to repair domestic and address their own address their own social and economic problems such as unemployment. This draw back in financial inflow subsides into the institutions such as Mpererwe Hospital has therefore tended to constrain management capacity to uphold positive labor reward systems. In St Stephen's Hospital Mpererwe, according to the medical workers, non-medical staff to maintain employees systematically reducing salaries and wages. Employee salaries for both medical and non-medical staff were reduced by 100% meaning that someone who had been earning one million shillings now was to earn five hundred thousand. There were even more allegations that five hundred thousand was eventually to be reduced to three hundred thousand. It was widely claimed that reward structure in this institution, the Health Centre appeared to be impacting employee job satisfaction.

1.2.2. Theoretical Perspective

The study was guided by Herzberg's (1959) Two Factor Theory. The theory looks at motivators and the hygiene factors in understanding.... He called out studies that included interviewing

employees to determine which factors in an employee's work environment caused satisfaction and dissatisfaction. The Two factor Theory which looked at motivators and hygiene's factors, Herzberg developed a motivation – hygiene Theory to explain the result of studies. He named the satisfiers motivators and dissatisfies hygiene factors according to Mullins, The term hygiene meant that these factors were maintenance factors that were important and avoided dissatisfaction however, they did not provide satisfaction to employees among the factors heading to satisfaction included achievement, recognition, work itself, responsibility, advancement and growth. For dissatisfaction included company policies, supervision, and relationship with bosses, working conditions, salary reduction, and relationship with colleagues, Herzberg's Theory suggested how people's jobs can be redesigned to incorporate more motivators.

Herzberg's Theory assumed that some factors in the work place resulted in job satisfaction , however if not available ,they do not lead to dissatisfaction but no satisfaction , He also assumed that factors that motivate employees can change over their life time , but respect for a person was one of the top motivating factors at any stage of life . from the satisfiers and dissatisfies in the Herzberg's Theory and the researcher believed that salary , benefits and recognition promotion, transport allowance , medical insurance accommodation among other factors that influence job satisfaction in employees .

1.2.3. Conceptual Perspective

The study was based on the concepts of which reward system was the independent variable operationalized into both monetary rewards and the non-monetary rewards. Indicators of monetary rewards included monthly salary, basic salary , transport allowance , paid leave etc while indicators of non-monetary rewards included recognition, promotion benefits medical

insurance accommodation etc and job satisfaction was perceived as the dependent variable and was operationalized into improved performance , commitment at work, punctuality, achievement of tasks etc . According to (McConnell and Bruce ,2008) reward is a compensation or benefit given to an employee in return for expended labor of an employee / service delivery. According (Armstrong , 1996 , Gieter al .2006) it involves a regular salary, allowances such as housing allowance, food subsidies, medical expenses and benefits like sick leave maternity leave and school fees subsidies among other things. The proposed study conceived rewards as pay salary and allowances) as well as non-monetary rewards

Job satisfaction, as the way people felt about their jobs and different aspects of their job Specters, (1997) , job satisfaction is defined by (Locke ,1967) as a positive emotional feeling , as a result of one's evaluation towards his /her experience by comparing between what he/ she expects from his /her job and what he/she actually gets from it . job satisfaction is a situation where one was happy with his /her job does not complain about his /her work and she /he gets what he/she expected out of it.

A research was done in the area of job satisfaction. (Clifford , 1985 Katende , 2009 , Luthens , 1998) suggested that there is a strong relationship between reward structure and job satisfaction , age was seen as a moderating factor between rewards and job satisfaction and it was a good predictor of one's job satisfaction as demonstrated by (Donald, and Abdullah, 1987 Douglas ,1999)

1.2.4. Contextual Perspective

St Stephen's Hospital Mpererwe C.O.U is found in Kampala , Kawempe division , along Gayaza 7km's off Bugaboo road, The Hospital was established in (1987) following request from the Protestants from C.O.U Mpererwe parish, and it's under the Uganda Protestant Medical

Bureau (UPMB) the hospital serves ten villages in Kawempe division and its primary purpose is to provide comprehensive health primary care to the nearby communities , and the hospital works in collaboration with the Ministry of health , Public health services , Uganda Protestant medical Bureau , Hospitals in Uganda and other Non-government organizations in Uganda.

St Stephen's Hospital put in place numerous Reward systems including transport with an aim of employees reporting on time, medical allowances for health, training promotion, employee benefits annual salary and among others to improve on efficiency and effectiveness, timely salaries among others, so as to satisfy employees. This is done at the different levels such as subordinates, supervisory and management. Despite of what the different rewards the organization put in place, staff continued to come late at work, incomplete tasks, staff turnover, and low team work spirit as evidenced in the (2012 – 2013) Annual report. This resulted into poor performance and low patient numbers that visit the Hospital, increased customer complaints than compliments registered in the suggestion box, and unaccomplished assignments and tasks.

1.3. Statement of the Problem.

The low job satisfaction of staff is a major threat to service delivery at St Stephen's Hospital Mpererwe C.O.U. Indeed, employee negative mental attitude towards any strategies to develop them, slow service delivery, late coming, absenteeism, time management and attendance system which clearly shows that 20% of the staff are reporting late for duty and leave early (Annual Performance Report [APRIL], 2012) are clear indicators of a dissatisfied work force. It is therefore paramount to understand that with such a workforce in place, performance is likely to go down, labour turnover will be high and hence poor quality and less efficient output (Performance Evaluation Report December 2014).

Despite the fact that, variety on Reward systems that have been put in place as a way of satisfying staff at St Stephen's Hospital such as salary increment, bonuses, promotions, recognition awards among others, that have been stated in the (Human Resource Policy and Procedure Manual, 2013), one wonders why there is low Job satisfaction among employees of St Stephen's Hospital Mpererwe C.O.U, (Annual Performance Report, 2012).

It is against this background that the researcher seeks to examine the influence of Reward systems on employee Job satisfaction at St Stephen's Hospital Mpererwe C.O.U.

1.4. Purpose of the Study.

The purpose of the study was to establish the effects of reward systems on Job satisfaction at St Stephen's Hospital Mpererwe C.O.U.

1.5. Objectives of the Study

The study was guided by the following objectives:

- (i) To establish the relationship between monetary Reward systems and job satisfaction at St. Stephen's Hospital Mpererwe C.O.U
- (ii) To establish the relationship between non-monetary Reward systems and job satisfaction at St. Stephen's Hospital Mpererwe C.O.U.

1.6. Research Questions.

The following Research questions guided the study:

- (i) What is the relationship between monetary reward systems and job satisfaction at St Stephen's?
- (ii) How do non-monetary reward systems affect job satisfaction at St. Stephen's Hospital Mpererwe C.O.U.?

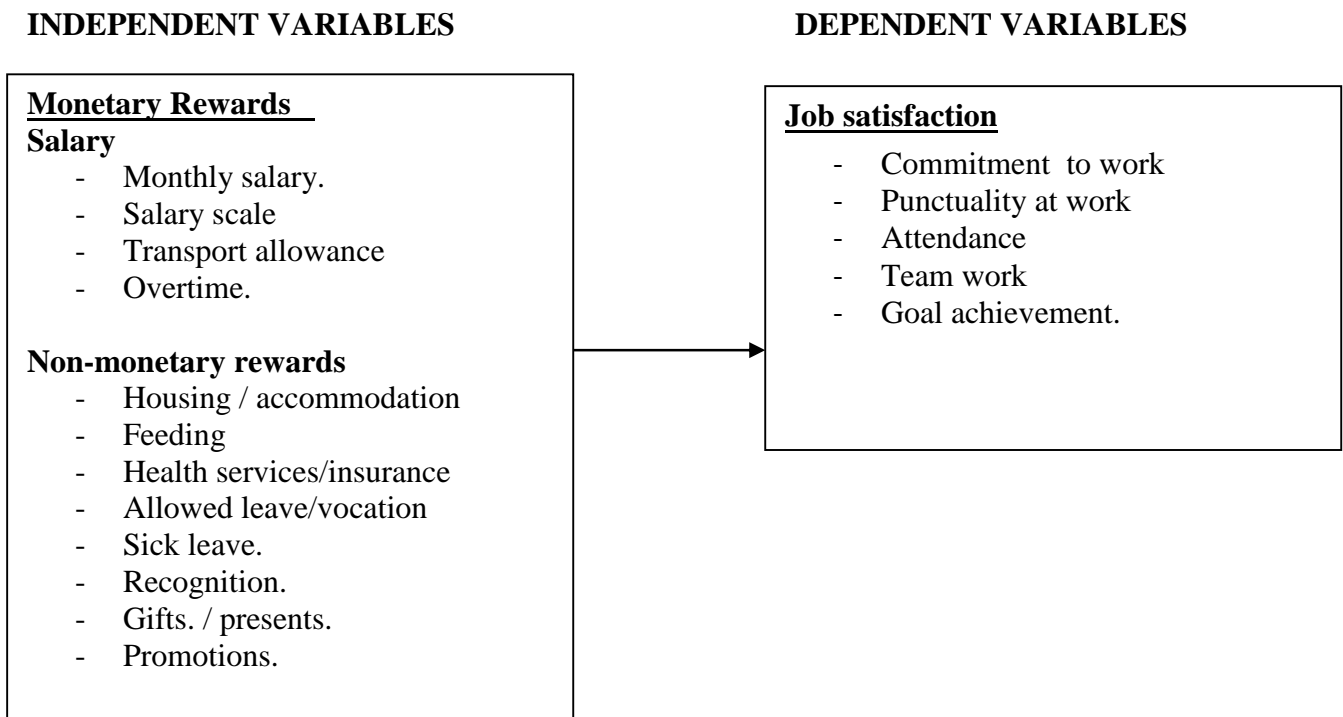
1.7. Research Hypothesis.

The following hypotheses guided the study.

- (i) There is a positive significant relationship between monetary reward systems and job satisfaction in private Not for profit community Hospitals in Uganda
- (ii) There is a positive relationship between non-monetary reward systems and job satisfaction in private Not for profit community Hospitals in Uganda.

1.8. Conceptual frame work

Figure 1 Conceptual Framework: Showing the Relation Ship between Reward Systems and Job Satisfaction.



Source: Herzberg's Two – Factor Theory, also called Motivational – Hygiene Theory, (1959)

Conceptual frame work represented the flow of relationships between monetary rewards and job Satisfaction whereby monetary rewards included the basic salary, monthly salary, bonuses, transport and other financial expenses an employee is supposed to receive after offering the service .Non-monetary rewards in the conceptual frame work like housing, feeding, health service, allowed leave, recognition, promotions and gifts also represented relationship between job satisfactions in the contextual frame work that included all types of compensation received by employees in form of benefits in kind. It constituted the various non-financial compensations extended to employees in addition to their normal wages or salaries. (Armstrong, 1996). Employee Job Satisfaction was measured in terms output levels and commitment as suggested by Herzberg, (1966). He stated that Job Satisfaction factors such as work itself, salary, interpersonal relations, supervision, working conditions, recognition for achievement, and job responsibility, promotion, and interest in the job are needed in order to satisfy an employee into higher performance.

1.9. Significance of the Study

The findings of the study will help St Stephen's hospital management to improve its reward systems to be able to satisfy its employees and make appropriate policies on Reward Systems and Job Satisfaction , this will also give an opportunity to the ownership of the community based Health Centre to review their staff reward systems policies and structures. The research has also added the body of knowledge in as far as reward systems and employee job satisfaction is concerned. The study will also help the implementing partners like the Uganda Protestant medical Bureau since St Stephen's Hospital is under this Bureau, Government of Uganda, and all the supporting bodies in the health sectors to fill up the missing gaps between Reward system and Job satisfaction.

1.10. Justification of the Study.

St Stephen's Hospital is under the Uganda Protestant Medical Bureau under the C.O. U hospitals. All the activities of the hospital depend on the daily income received from the day to day operations of the hospital which include out patients services and inpatient services, specialist services, laboratory services, nursing services, radiology services, dental services, pharmacy, Theatre services, physiotherapy, ART clinic services and counseling services.

Though the management of St Stephen's Hospital focused on employee satisfaction for better performance, the employees have concerns with the reward systems in place. With the initiative of the policy and the practice in place, not much effort had been ventured into finding out whether the rewards affected the employee job satisfaction in St Stephen's Hospital Mpererwe C.O.U. The study was carried out to investigate the effect of rewards on employee job satisfaction and disseminate the findings as required.

1.11. Scope of the Study.

Geographically, the study took place at St. Stephen's Hospital Mpererwe C.O.U., St Stephen's Hospital Mpererwe C.O.U is a private Not for profit community Hospital, founded by the congregation of St Stephen's Hospital Mpererwe C.O.U, the Hospital offers both preventive and curative services. The Hospital is located 7 miles from the city centre, off Gayaza Road on Buwambo – Kiteezi Road. It serves 8 parishes Kawempe 2, Mpererwe, Komamboga, Kanyanya, and Katalemwa all in Kampala district, Kitagobwa, Kiteezi and Kitetikka in Wakiso district. The catchment area has population of about 80,000 people. It is a peri urban area with people of diverse culture and social economic status. And patients come as far as nine (9) km away.

1.11.1. Content Scope.

All the variables as presented in the conceptual frame work were covered. These are the independent variable and the dependent variables were measured in terms of monetary rewards and non-monetary rewards and the dependent variable was measured in terms of employee job satisfaction.

All the variables have so many dimensions but the study focused on only those that are mentioned above.

1.11.2. Time Scope.

The period covered was from 2010 -2013 at St Stephen's Hospital, because that was where the researcher wanted to base, in order to get the needed information that was needed for the study and this period was also considered to allow a relatively more accurate recollection of views , knowledge and experiences from which conclusions would be drawn.

1.11.2. Operational Definitions of Terms and Concepts.

The key concepts of the study were also defined. These were operational definitions and these definitions were as follows:

Monetary Rewards. This is the money or any another kind of payment that is given or received for something that has been done or that is offered for something that might be done. Or it can be anything that given in the organization for the services, effort or achievement.

Non-monetary Rewards. These are rewards that can be less tangible, intangible formal and formal and those that have longer lasting like advancement, recognition and responsibility, maintaining that such inducements can cause employee behavior to change positively towards

decisions to work whereby if such rewards are absent, there is compromise in performance. In agreement with Etzioni, (1999:3)

Job Satisfaction. This can be defined as the extent to which a person's hope, desires and expectations about the employment she / he is engaged in are fulfilled. Or it can be defined as a positive emotional state, such as happiness or pleasure, resulting from the appraisal of one's job or job experience.

Rewards. These are compensations or benefits given to an employee in return for expended labor of an employee / service delivery. According to (George and Jones, 2008). Or Rewards can be defined as a set of consciously predetermined inducements for employee performance improvement.

Recognition:

It is the acknowledgement and showing appreciation to employees by their employers. Recognition include thanking one for the work done , promotion , presents / gifts , status for example parking space reserve , office location and space among others.

Salary: This is a monthly earning an employee gets as result of employment.

Benefits: These are various non – wage compensations provided to employees in addition to their normal wages or salaries.

Commitment: Voluntary support of the organizational goals.

Allowances: This is pay in the form of a separate sum of money for such aspects of employment.

CHAPTER TWO

LITERATURE REVIEW

1. Introduction.

This chapter presents the literature review of the related study. The review was done in accordance with the objective of the study and discussions made based on the knowledge gaps identified in the literature. And it mainly focused on the related literature and the summary of the literature review within the theoretical review, literature on the theories of other scholars that guided the researcher. In particular, this chapter presents the theoretical review, the related review and a summary of literature review.

2.2. Theoretical Review.

The study embedded in Fredrick Herzberg's Two – Factor Theory also called the Motivation – Hygiene Theory, (1959), Edwin A. Locke's Range of Affect Theory (1976), and the Dispositional Theory.

2.2.1. Two – Factor Theory (1959)

The study was guided by (Herzberg, 1959) focusing on reward systems and Job satisfaction in the Two Factor Theory which looked at motivators and hygiene's factors, Herzberg developed a motivation – hygiene Theory to explain the result of studies. He named the satisfiers as motivators and dissatisfies hygiene factors according to Mullins, The term hygiene meant that these factors are maintenance factors that are important and avoid dissatisfaction however, they do not provide satisfaction to employees among the factors heading to satisfaction included achievement, recognition, work itself, responsibility, advancement and growth. For

dissatisfaction included company policies, supervision, and relationship with bosses, working conditions, salary reduction, and relationship with colleagues, Herzberg's Theory suggested how people's jobs can be redesigned to incorporate more motivators.

Herzberg's Theory assumed that some factors in the work place result in job satisfaction , however if not available ,they do not lead to dissatisfaction but no satisfaction , He also assumed that factors that motivate employees can change over their life time , but respect for a person is one of the top motivating factors at any stage of life . From the satisfiers and dissatisfies in the Herzberg's Theory and the researcher believed that salary, benefits and recognition are among the factors that influence job satisfaction in employees.

Herzberg (1959) further identified that monetary factors are based on an individual to achieve above the average performance. Monetary factors included, status, opportunity for advancement, gaining recognition, responsibility, challenging / stimulating work, sense of personal achievement and personal growth in a job. He found that non-monetary rewards relate to the job environment and the job context such as quality of supervision, work conditions, company policies, relations with co – workers, and level of pay. If the non-monetary rewards are absent, job satisfaction is likely not to occur and eventually leading to low satisfaction among the staff. He further maintains that monetary factors relate to the job its self, for example its complexity, level of importance within an organization as well as recognition and career advancement opportunities. Monetary factors if present lead to feeling of satisfaction.

A number of scholars came up with the different theories to elucidate job satisfaction (Lockie, 1976) Affect Theory is perhaps among the most famous job satisfaction models. The major foundation of this Theory is that satisfaction is determined by a deviation between what an individual wants in a job and what one has in a job.

Armstrong (1996) opines that both of these factors are equally important in explaining employee job satisfaction. A worker's satisfaction with non-monetary rewards will result in average performance and high level of output and serve to prevent dissatisfaction but will not by itself create a positive attitude to work. In order to satisfy employees, the company must enrich the content of work that it asks employees to do. This is further emphasized by a number of Theories of motivation in the workplace that can generally be labeled as process theories. Process theories, which are currently predominant in the organizational behavior literature, describe the ways in which motivation arises in the work place and how people go about satisfying their needs .(Moorhead and Griffin , 1995). Job satisfaction in these theories is viewed as contingent upon the interaction of work experiences and personal values (Hackman & Lawler , 1971, Kallberg , 1977 , Loscocco , 1989, Martin & Sheehan, 1989, Mortimer , 1979, Mortimer & Lorence , 1979, Mottaz , 1987) . These theories suggest that the essence of job satisfaction lies in the fit or congruence between the person and the job. The point seems obvious enough. People work different reasons. Some want money, some want security. Some find their life's meaning in their jobs, while others want a job that is not too demanding and allows time for family and other concerns.

The fit hypothesis posits that those who attach the most important specific rewards will be the happiest if they get them and unhappiest if they do not. The fit hypothesis is assumed in many studies of job satisfaction. For example, Pennington (1991) , writing about the teachers, commented that, “ The perception of the fit between these underlying values and expectations on one hand , and the reality of the work situation on the other , gives rise to the complex emotional response , or affective reaction that is here referred to as work satisfaction” (Pg.60) .

Another hypothesis investigated in this study is Herzberg's dual – structure hypothesis, which holds that different sets of factors lead to satisfaction and dissatisfaction. Herzberg (1968, Hertzberg , Mausner , and Snyder man , 1959) has argued that motivational factors intrinsic to the work itself (such as achievement and recognition) determine satisfaction , when absent , the result is not dissatisfaction but merely lack of satisfaction .Dissatisfaction , on the other hand , is held to be affected by factors that are non-monetary to the work itself, such as recognition , promotion , medical insurance ,accommodation, fringe benefits.

Kremer et al. (2003) asserted that hygiene factors can lead to dissatisfaction if not well managed but can never lead to positive feelings towards work. In contrast, the motivators such as striving for growth, achievement, recognition and individual expression, can produce positive feelings of job satisfaction. Helping to promote employee satisfaction and a great way to keep good people is to do whatever can be done to help them grow within the organization (Brewer, 1995). Data indicates that many managers who left their employers in 1989 recognized that better career opportunities were available outside their industry. (Selnow and Gilbert, 1997)

2.2.2. Dispositional Theory.

Dispositional Theory also explained job satisfaction. This Theory was derived from the “ core self-evaluations model “suggested by judge (1998). He argued that there was four core self-evaluations that determined one's disposition towards job satisfaction , that was self –esteem , general self-efficacy , locus of control , and neuroticism , This model stated that higher levels of self-esteem , general self-efficacy , having an internal locus of control and neuroticism , result into higher job satisfaction. This Theory suggested that people have innate dispositions that cause them to have tendencies towards a certain levels of satisfaction regardless of their job.

This theory explained job satisfaction in the evidence that job satisfaction tends to be stable overtime and across jobs and careers. This Theory however, ignored the fact that job satisfaction vary with incentives.

2.2.3. Range of Affect Theory (1976).

The theory is arguably the most famous job satisfaction model. The main premise of this theory is that satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job. Furthermore, the Theory states how much one values a given facet of work. (E.g. the degree of autonomy in a position) moderates how satisfied/ dissatisfied one becomes when expectations are / are not met), compared to one who does not value that facet. The application of this theory in the daily life turns out to be much more complicated since there are normally a couple of factors which influence the job satisfaction. Also it needs to be considered that wants and needs change. After all there is still the question if people work faster and more efficient; are they satisfied with everything? After all job satisfaction seems to be a dynamic process which changes constantly. This already is the case when a person works for longer and longer for the company. With time he/ she gets more tasks and starts earning more trust and responsible tasks hence resulting into satisfaction / dissatisfaction .

2.2.4. Review of Related Literature:

According to Nguyen , Taylor and Bradley , (2003) Job satisfaction involves several different spheres such as pay , promotion , opportunities , fringe benefits , job security, and the importance / challenges of the job. Work being an important aspect of the people's lives and most people spend a large part of their working lives at work, understanding the kind of rewards that satisfy employees is very crucial for any organization if they are to satisfy their employees for the better

results. Employees that are satisfied and happy with their jobs are more dedicated to doing a good job and taking care of the customers that sustain the operation.

(Hammer 2000, Denton, 2000).

2.2.5. Monetary Rewards and Job Satisfaction.

All organizations offer different monetary rewards and it is among the monetary reward systems that employers provide to their employees , monetary rewards like salaries , bonuses , transport , benefits are basically aimed at attracting , retaining , motivating , satisfying employees and ensuring equity in a bid to increase productivity ,(Smith , 1992) stated that job satisfaction can lead to cost reduction by reducing absences , task errors and turnover .(Buitendach and De witte, 2005) prefer the view that job satisfaction relates to an individual's perceptions and evaluations of the job , and this perception is influenced by their circumstances , including needs , values and expectations individuals therefore evaluate their jobs on the basis of factors which they regard as being important to them (Sempane , Rieger and Roudt , (2002)

Studies have tested the hypothesis that income is an important determinant of job satisfaction (Ngugen, Taylor, and Bradly, 2003). According to (Opara ,2000) factors such as pay, the work itself, supervision, relationship with the co –workers and opportunities for promotion have been found to contribute to job satisfaction. Employees with low income report significantly lower levers of job satisfaction relative to other income groups , highly paid employees however may still be dissatisfied if they do not like the nature of their job and they cannot enter a more satisfying job (Luddy , 2005) (Bratton , 1994) argued that organizations were interested in reward management for two major reasons that is , their interest in the absolute cost of payment because of its behavior on the profitability and views pay as a determinant on employees work attitudes and behavior in the organization.

Bratton and Gold (2003:277) and Turner, (2002 :) identify two types of reward, monetary rewards and non-monetary rewards: they point out that the monetary reward type plays a dominant role in the organization. According to Deevy, (1995: 185) reward may be intrinsic or extrinsic. He explains that intrinsic rewards are psychological and are directly felt by the individual. They are said to include feelings of accomplishment, increased self-esteem and satisfaction of developing new skills. Extrinsic rewards are provided by an external agent and they include bonuses, praise or promotion.

Armstrong, (2003), while concurring with Bratton and Gold (2003) on monetary rewards, points out the centrality of money. He reveals that money includes salary and salary increases, the basic pay and the variable pay. He explains that variable pay attempts to reinforce worker behavior according to individual or group differences. Tripathi (2004: 102) notes that variable pay extends to individual or group incentives, gain sharing, profit sharing, employee stock ownership and stock option plans.

2.2.6. Non-monetary Rewards and Job satisfaction.

Job satisfaction can be boosted by non-monetary rewards, also called psychological rewards, (Etzioni, 1999:32) Etzioni indicates that employees often put their effort where they know they will be rewarded. According to him, the job content should include promotions, recognition, medical insurance, accommodation housing allowance and paid leave that such inducements can cause employee behavior to change positively towards decisions to work. Where such rewards are absent, there is compromise in performance. In agreement with Etzioni , (1999: 32) , Dessler (2003 : 483) adds that activities that support employee development , promotion from within or career advancement should be devised . He holds that social rewards like attention and praise must be contingently administered if they are to work.

Non-monetary compensation includes all types of compensation received by employees in form of benefits in kind (Bebchuk& Fried, 2006). It constitutes the various non-financial monetary rewards extended to employees in addition to their normal wages or salaries (Bebchuk&Yaniv 2005). These benefits are sometimes called fringe benefits.

When they are referred to as fringe benefits, they often include all the compensations provided to employees in a non-discretionary manner(Frydman&saks 2007 are provided as benefits that employees are entitled to in addition to their salaries (O'Grady , 2008).

Such benefits tend to include housing (Employer provided or employer paid), group insurance (health dental life and so forth),disability income protection (for purposes of ensuring that in case an employee is disabled while providing services to an organization, he or she is compensated), retirement benefits (to cater for the after work life or employees who have stopped providing services as a result of age limits), daycare (for purposes of ensuring that employee mothers are not interrupted at work by getting break offs to nurse their babies or little children), tuition reimbursement , sick leave , vacation (paid and non-paid), social security , profit sharing , funding of education and other specialist benefits (Louise , 2009) the guardian (2005.)

When non-monetary benefits are referred as perquisite they tend to be provided in a discretionary manner. In other words ,they are provided to employees because they are doing notably well and or have seniority (Louise, 2009). Common perks are take home vehicles , hotel stays and free refreshments, leisure activities on work time(like going on a working golf play , working lunch, working tour and so forth) office stationery and allowances for lunch in some cases , particularly when multiple choices exist, outstanding employees are provided with perks in form of increased job assignments and

associated privileges such as vacation scheduling (Bebchuk&Yaniv 2005, Bebchuk& Fried, 2006).

Research has shown that the more adequate employees perceive their non-monetary compensation, the higher is their job satisfaction (Bebchuk& Fried 2006, Bebchuk&Yaniv 2005, Fryan& sacs, 2007) In fact the Guardian (,2005) observed that non-monetary incentives carry a more satisfying relationship than even the basic salary. Employees tend to be more concerned with non-monetary incentives to the extent that when these are perceivably contenting, they yield more satisfaction at work than the salary. Similar observations were made by (Louise, 2009) and O'Grady (, 2008). These scholars identified various indicators of non-monetary incentives that enhance employee job satisfaction, including housing, tuition reimbursement, sick leave, vacation (paid and non-paid), social security, profit sharing, funding of education, retirement benefits and others cited earlier. However, they also did not delve into the indicators of employee job satisfaction. This was the gap the study addressed using the various indicators cited earlier.

In general, literature indicates that while research has been done on compensation, its perceived adequacy and the relationship of this adequacy on employee job satisfaction, there is still a gap regarding how the perceived adequacy of compensation affects the job satisfaction at St. Stephen's Hospital Mpererwe C.O.U. This is the gap that this study addressed.

2.2.7. Summary of the Literature Review

This chapter has reviewed literature pertinent to the area of research. From the literature reviewed, it is clear that monetary rewards and non-monetary rewards play an immense role in satisfying employees and consequently spurring organizational performance. Furthermore, it's

also conspicuous that monetary rewards are not the prime satisfiers in the organizations but rather the non-monetary rewards (intrinsic) that include work environment play a worthy role in employee job satisfaction and hence better performance of organizations (Armstrong 1996).

The literature has some gaps. The literature does not tell us why there may be low job satisfaction even when rewards like salary, promotion, benefits and recognition are there. It also does not provide solutions to the problems. It is not enough to simply give a problem without prescribing a solution.

The literature is not elaborate enough and does not tell us which of the two independent variables affect job satisfaction most. Is it monetary rewards or the non-monetary rewards? It generalizes all the monetary and the non-monetary rewards.

In the study, it was established that salary, basic salary, transport allowances. Allowed leave, employee benefits, promotion, recognition, and challenging work and autonomy significantly influence employee job satisfaction.

According to the above literature, challenging work influences job satisfaction. In this study, it was revealed that challenging work had an insignificant effect on job satisfaction.

CHAPTER THREE

METHODOLOGY

3.1. Introduction

This chapter presents the methods that were used while conducting the study. The chapter focuses specifically, on research design, study population, sample size and selection, sampling techniques and procedure, data collection methods and instruments measurement of validity and reliability tests, measurements of variables and data analysis.

3.2. Research Design.

According to Sarandakos (1998), a research design normally contains the logical sequences, elements, methods of data collection and analysis and all administrative procedures that need to be considered for the study to be carried out without problems or delays. The study used a cross-sectional survey study design which according to Amin (2005: 212) is perhaps the most commonly used research design in social sciences and is used to gather data from a sample of a population at a particular time. Saunders et al. (2003: 96) describes a cross- sectional design as “the study of a particular phenomenon (or phenomena) at a particular time “. Cross – sectional research involves the measurement of all the dependent variables for all cases within a specific time span. One advantage of a cross- sectional research design is that it is more economical in time and cost effective than any other designs.

A case was used to assess the reward systems and Job satisfaction in St Stephen’s hospital. The case study design involves use of documents, archival records and interviews (Sarandakos, 1998).

In the study, both qualitative and quantitative approaches were used in the data collection process, analysis and later in the presentation and in the discussions of the findings. Both approaches supplemented each other and the qualitative method provided the in-depth explanation while the quantitative method provided the hard data needed to meet the required objectives and to test the hypothesis.

3.3. Study Population

The study population composed of 45 staff at St Stephen’s Hospital from which the sample size was determined. The study population categories comprised of medical superintendent, Administrator, medical staff and non-medical staff at the Hospital

3.4. Sample size and Selection.

Out of 45 study population, the study sample was 40 respondents using statistical tables of Krejcie and Morgan (1970) cited from...(). The sampling techniques and procedures are illustrated in table 3.1 below

Table 3.1: Sampling techniques and procedures

Category	Target Population.	Actual Size	Sampling Method
Administrators	02	02	Purposive.
Heads of Departments	05	04	Purposive.
Medical Workers	25	21	Sampling.
Non-Medical Staff	15	13	Sampling.
Total	45	40	

Source: primary data.

3.5. Sampling techniques and sampling Procedure.

The study used both purposive and simple random sampling techniques. Purposive sampling and this method was used to select (2) administrators because they were deemed to have different levels of information, knowledge and experience about the. Purposive sampling helped the study to get the desired people with the needed information like the since they had more information concerning the institution that is under study.

The simple random sampling technique, on the other hand, was also used in the study to select (40) staff.....because it gave everyone equal chance to be selected as respondent

Determination of the sample size was determined using the table from a study by Morgan and Krejcie (1970), as cited in Amin)

3.6. Data Collection Methods.

Primary and secondary methods of data collection were used. Primary methods of data collection included; questionnaire method, and interviewing. Secondary data on the other hand was gathered from the review of the available documents like the Performance reports at St Stephen's Hospital and the Evaluation Report from 2012, 2013, and the manual policy book for the hospital.

A triangulation method of data collection was used. A triangulation method according to Amin (2005) involves collecting and analyzing the data from both the qualitative and quantitative strategies.

Interview method of qualitative data collection was mixed up with the quantitative data tools and techniques which comprised of the numerical figures and the ratings. Amin advances that the triangulation method is necessary because different data collection methods tap different dimensions of the problem.

The researcher also used different methods to collect both qualitative and quantitative data. This was done by use of questionnaire, interviewing, and documentary review from the text books, reports, and journals so as to access the required information from the different sources that are necessary for the study.

3.6.1. Interview guide.

According to Sekaran (, 2003) one method of collecting data is to interview respondents in order to obtain data on the issues of interest. Interview can be unstructured or structured and conducted face to face as the case study.

Interviewing method of face to face was employed. The choice of the method it was because it is a good method for producing data based on the key informants' priorities, opinions and the ideas. Key informants get the opportunity to expand their ideas, explain their fears and identify what they regard as the crucial factors (Babie, 1990).

3.6.2. Questionnaire.

Questionnaire method was used to the selected technical staff. This method helped to establish rapport with the respondents. The main advantage of using this method was that the researcher collected all the completed despondencies within a short period of time (Sekaran, 2003). Since the respondents were in position to fill up the questionnaires as required by the researcher.

3.6.3. Documentary Review.

Documentary review involved delivery information by carefully studying written documents or visual information from the sources called documents such as text books , articles ,reports , speeches etc so that the researcher is able to observe the documented information physically and get the information for the study.

3.7. Data collection instruments.

This section describes the instruments that were used e.g. interview guide, questionnaires, documentary reviews, checklists, etc.

The researcher wrote questionnaires that were self-administered by the respondents', interview guide and documentary review checklists while collecting data. The researcher selected these instruments so as to obtain the information from the respondents.

3.7.1. Self-administered Questionnaires.

The researcher used structured self-administered questionnaires to collect data from the respondents of St Stephen's Hospital Mpererwe C.O.U, The researcher was personally responsible for the distribution and collection of all the questionnaires. The researcher introduced the topic of the study to the respondents and a brief explanation to the respondents which facilitated the filling of the questionnaires since most of the respondents were learned, close ended questions and open ended were designed according to the objectives of the study.

The scale of the questions was SA (Strongly Agree), A (Agree), NT (Not sure) D (Disagree), According to (Maria Barifaijo , Basheka and Oonyu, 2010) , self-administered questionnaires are most commonly used in large scale surveys using predominantly pre –categorized answers in the study population.

3.7.1. Interview Guide.

Interview guide was used on members of management. This instrument outlined issues to be assessed, guided the interview and ensured that all the relevant topics were covered. Interview guide is a good instrument for collecting data which deals with topics that are in depth and detail

(Babie, 1990). It also allowed respondents to expand on their ideas, explain their views and identified what they regarded as crucial.

3.7.3. Questionnaires:

Questionnaires which were short and simple were used whereby, respondents answered by ticking in the spaces and as the means of gathering the relevant information that is needed for the research that was under study. This instrument was used to gather quantitative data.

3.7.4. Documentation Review Checklist.

Documentation involved delivery information by carefully studying written documents or visual information from the sources called documents such as textbooks, articles ,newspapers , speeches , evaluation reports , pictures , policy manuals , minutes, (Amin , 2005) According to punch (,1998) , both historical and contemporary documents are good and rich source of data so as to compare the findings and such documents included annual reports , auditors reports , Evaluation reports , attendance books , organization minutes and the organization policies and this enabled the researcher to acquire the necessary information .

3.7.5. Pre – testing (Validity and Reliability of instruments)

3.7.5.1. Validity.

The data collection instruments were pre- tested on 4 staff from each category of the population to ensure that the questions were accurate, clear and in line with the objective of the study and thus ensuring reliability of the instruments.

According to Amin (2005: 284) Validity refers to the appropriateness of the instrument while reliability refers to its consistency in measuring whatever it is intended to measure. Validity is

largely determined by the systematic error also known as non-random error in data. Validity is the amount of systematic or built in –error in measurement (Nor land, 1990). Validity is established using a panel of experts and a field test. Which type of validity (content, construct, criterion, and face) to use depends on the objectives of the study. In this study, content validity was determined. Content validity determines whether the instruments used really measures the concepts we expect it to measure (De Vos, ET all. 2002). The questionnaire that was used for this study explored specific questions to measure the dependent variables. De Vos describes content validity of the content.

The following questions were addressed in measuring validity.

- Is the questionnaire valid? In other words, the questionnaire measuring what it intended to measure?
- Does it represent the content?
- Is it appropriate for the sample / population?
- Is the questionnaire comprehensive enough to collect all the information needs to address the purpose and the goal of the study?
- Does the instrument look like a questionnaire?

3.7.5.2. Reliability Reliability refers to random error in measurement. Reliability indicates the accuracy or precision of the measuring instrument (Norland, 1990) . Reliability describes “ degree of consistence or the agreement between two independently derived set scores, and as the extent to which independent administrators of the same instrument yield the same (or similar results) under comparable conditions. “ (De Vos, 2003: 168) . Reliability is a measure of the degree to which a research instrument yields consistent results or data after repeated trials (Mugenda and Mugenda 1999)

To ensure reliability of the instruments, the internal consistency method using Chronbach’s alpha co- efficient was used since the questionnaire had more than three alternatives per question. To determine the reliability of the questionnaire, the Chronbach’s alpha co – efficient for each section of the questionnaire was run (excluding back ground information). The Chronbach’s alpha co- efficient was computed section by section as per the research variables the SPSS programme. The results are shown in the table below.

Table 3.2: reliability index.

<u>Variables</u>	<u>Reliability</u>
Monetary rewards	0.852
Non-monetary rewards	0.870
Job Satisfaction	0.856
Overall Reliability	0.942

Source: primary data

3.8. Procedure of Data Collection.

A letter from Uganda Management Institute giving permission to the researcher was obtained. All questionnaires had introductory section explaining the purpose of the study in order to encourage the respondents to cooperate. In this section, the respondents were informed of the significance of the study and the confidentiality of the information provided. Refer to the

Appendix E and F for the letter of introduction from Uganda Management Institute and the instructions from St Stephen's hospital allowing the researcher to conduct her field research.

3.9. Data Analysis.

The researcher pre tested the data collection instruments to determine whether they can give the information which is correct and can be reliable even for the future use whereby both the qualitative and quantitative methods were used.

Analysis of data is a process of inspecting, cleaning, transforming and modeling data with the goal of highlighting useful information, suggesting conclusions, and supporting decision making. In the future to come. The researcher printed and distributed 60 questionnaires were collected back and the recovery rate was 100%. The data was collected in the timeframe of 3 weeks and then the responses were fed into the SPSS for analysis and Evaluation.

3.9.1. Qualitative Data Analysis.

Qualitative analysis is process of creating, organizing, putting to order and giving the collected data meaning (Mugenda & Mugenda , 1999). Qualitative data analysis makes the use of the narrative statements.

The researcher attempted to understand the data collected by perusing through it and sorting it in order to eliminate any irrelevant data. Therefore it was categorized according to themes in line with the study objectives in preparation for analysis. This data supplemented quantitative data and the accuracy and consistency of the data checked. The obvious mistakes in the interviews and questionnaires were checked immediately after and the content analysis technique was used to analyse qualitative data. Interpretation of the data was done during data collection and after transcribing the questionnaires and the interviews, the researcher identified the emerging issues

3.9.2. Quantitative Data Analysis.

Quantitative data was analysed using descriptive statistics which aided in describing and comparing variables numerically. By describing the variables, the researcher was able to establish the means, frequencies and correlations of the variables using the variable view of the SPSS programme. Pearson's correlation coefficient was used to establish the magnitude of the relationship between the independent variables and dependent variables. It was opted for because all the variables contained quantifiable data. A correlation coefficient enables one to quantify the strength of the linear relationship between two quantifiable variables. This coefficient is usually represented by letter (r) (Sanders et al, 2007), . The coefficient can take on any value between -1.00 and + 1.00 where +1.00 implies a perfect positive correlation signifying that the two variables are precisely related and that as values of one variable increases, values of the variable will increase. A- 1.00 value on the other hand means that there is a perfect negative correlation implying that the two variables are also precisely related.

However, as the values of one variable increase those of the other decrease. A correlation coefficient between -1.00 and + 1.00 represent a weaker negative and a weaker positive correlation respectively.

Regression analysis was used to establish the extent to which independent variables explained the dependent variable. Regression enables one to arrive at the proportion of the variation in a dependent variable that can be explained statistically by the independent variable or variables. If all the variations in the Dependent Variable (DV) can be explained by the Independent Variable (IV), the value will be (1) . On the other hand, if only 50% of the DV can be explained the R Square will be 0.5. According to Saunder et al, (2007), the values of the adjusted R Square are preferred since they take into account the number of IV in the equation. This helps to avoid over

estimating the impact of adding an IV on the amount of the variability explained by the estimated regression equation.

3.10. Measurement of Variables.

Measurement of variables can be done using scales like normal scale , interval scale or ratio scale. This study made use of the nominal scale , interval scale and ratio scale. A5 point Likert scale ranging from strongly agree as response (5) , agree (4) , not sure (3) , disagree (2), (1) was used to measure the relationship between reward systems (the independent variable) and job satisfaction (the dependent variable). A nominal scale was used to gather background / demographic characteristics of the respondents which guided in analyzing the data gathered.

3.11. Ethical Considerations

It is quite important that ethical considerations play a role in the quality of work to be produced (Saunders et al,2009) The introduction letter from the institute was used to introduce the researcher to the officer in charge of research and development at St Stephen's Hospital Mpererwe C.O.U .Formal request for information was sought as a prerequisite especially in obtaining information from the institution's policies and procedures and a confirmation letter from the head office Uganda Protestant Medical Bureau (UPMB) was used to move at the facility. Confidentiality of data obtained was ensured in all material respect sought. Each questionnaire contained opening introductory remarks requesting for the respondents cooperation in providing the required information for the study. The respondents were assured of confidentiality of the information provided and that the findings were to used for academic purposes only. Every work, contributions and academic research was referenced and fully acknowledged.

The researcher also ensured that respondents were protected and participation was voluntary. No names were quoted in this study and the respondents were clearly informed of the objectives and benefits of the study. No information about any subjects was sought from a third party and the data collected was only used for the academic purposes.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

4.1. Introductions

The results of the study will be presented, analyzed and then interpreted in this chapter. The results presented are based on the study that was set out to investigate the influence of rewards on job satisfaction at St Stephen's hospital. This chapter presents the response rate, results of the demographic characteristics of the respondents then descriptive statistics for the rewards and job satisfaction and the correlation results which are presented, analyzed and findings interpreted by objective by objective.

4.2. Response Rate.

Out of 42 questionnaires that were distributed, 40 were returned by the respondents. This presented a response rate of 100%, The 100% response rate was adequate enough for the researcher to generalize the findings on the study population. Thus the results of this study can be reasonable generalized to the entire study population. Out of the two members of the administrators all were interviewed, thus constituting 100%. The overall response rate was therefore 100%.

Response rate:

The response rate was computed using a formula below.

Response Rate (%) = $\frac{\text{Actual Response}}{\text{Total Target}} * 100\%$

Total Target

The response rate findings are presented in table 4 below

Table 4.2.1: Response rate for the study

Instruments	targeted	Actual	Response Rate
Interview	2	2	100%
Questionnaires	38	38	100%
Total	40	40	100%

Source: primary data

From table 4 above, out of 40 administered questionnaires, were returned fully completed constituting 100% and out of 2 targeted interviews, all were conducted constituting 100%.The final (average) response rate for the study was 100% According to Amin (2005) a response rate of 50% and above is a good representation of a survey population.

4.3. Demographic findings of the Respondents

Respondents' bio data in this study comprised of their gender, age, education level and years in service. The information was obtained on the assumption that these variables had a relationship in regards job satisfaction.

Table 4.3.1: Showing gender of respondents

Gender of respondents		Frequency	Percent
Valid	Male	21	52.5 %
	Female	19	47.5 %
	Total	40	100.0%

Data Source: Primary Source

From table 1 above, Out of 40 Respondents above, the results showed that (21) 52.5% of the respondents interviewed were males and (19) 47.5% were females. This shows that more males participated in the study than females because majority of the workers were males. This could be due to the fact that St Stephen's hospital employs more males than females.

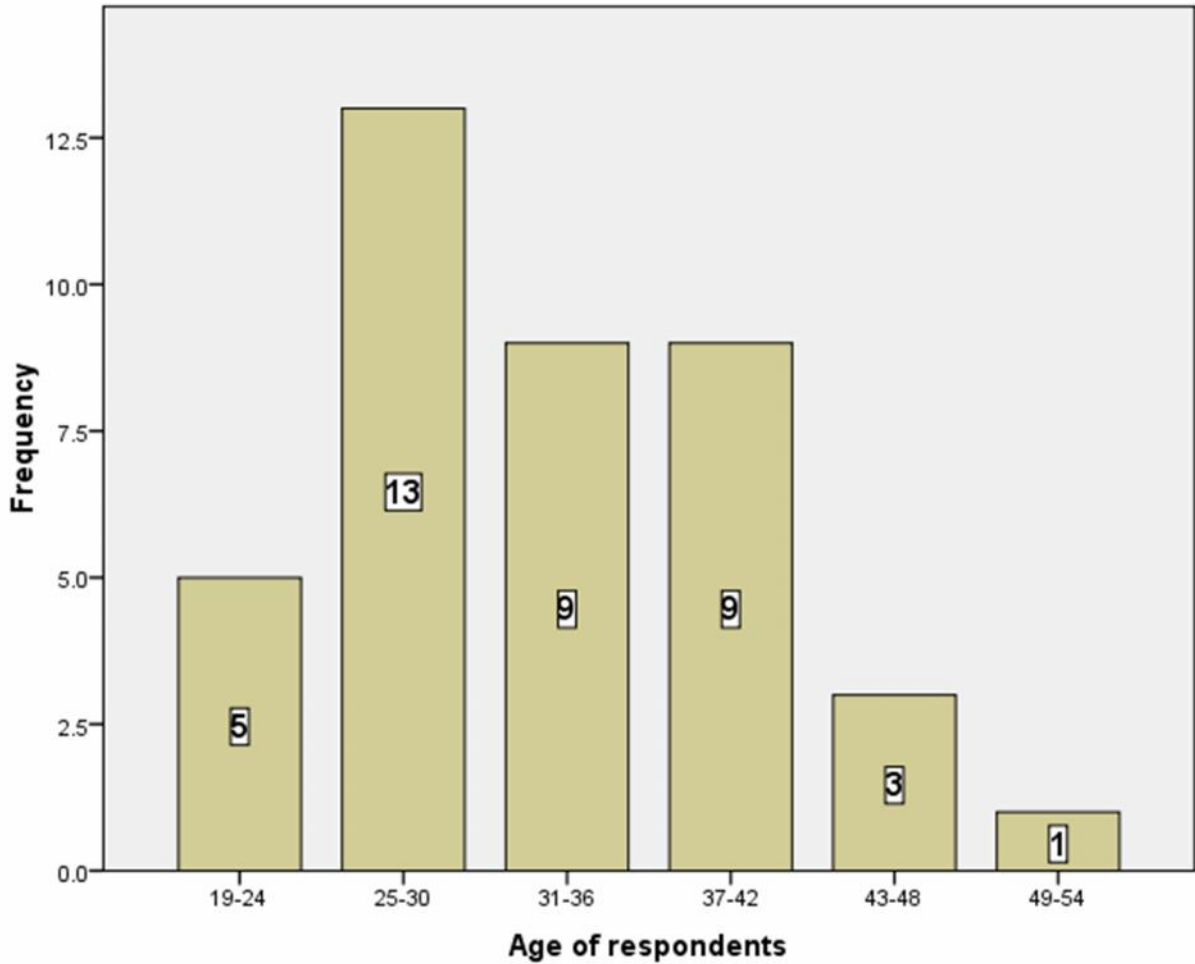
Table 4.3.2: Age of respondents

Age of respondents		Frequency (f)	Percent (%)
Valid	19-24	5	12.5%
	25-30	13	32.5%
	31-36	9	22.5%
	37-42	9	22.5%
	43-48	3	7.5%
	49-54	1	2.5%
	Total	40	100.0%

Data Source: Primary Source

Out of the 40 Respondents ,as shown in table 2 above, 32.5%, 22.5%, 22.5%, 12.5%, 7.5%, and 2.5% of the respondents interviewed were within the age group of 25-30, 31-36, 37-42, 19-24, 43-48, and 49-54 years old respectively. This explains that biggest percentage of staff was within the age group of 25-30 years of age. This could be the nature of St Stephen’s hospital work that requires employment of the young and skilled personel who are able to quickly embrace and adapt to the environment and the technological changes.

Chart 1 showing age of respondents



The bar graph above shows the age of the respondents that are employed from at St Stephen's Hospital Mpererwe c.o.u following the age group that is most employed in the organization 25-30 being the most employed 90% followed by 31-36 ,65%, 37-42 53%, 19-24, 30%, 43-48, 20% and 49-54, 02% being the least employed since they are the aging group.

Table 4.3.3: Level of education

Level of education		Frequency (f)	Percent (%)	Valid Percent (%)
Valid	UCE	4	10.0	10.3%
	UACE	8	20.0	20.5%
	Diploma	17	42.5	43.6%
	Degree	9	22.5	23.1%
	Others	1	2.5	2.6%
	Total	39	97.5	100.0%
Missing	System	1	2.5	
Total		40	100.0	

Data Source: Primary Source

According to the findings in table 3, 43.6%, 23.1%, 20.5%, 10.3% and 2.6% of the workers interviewed completed Diploma, Degree, UACE, UCE and others respectively. From this analysis we realize that most of the workers are Diploma holders. This could be as results of hospitals recruiting more diploma holders like nurses, clinicians, midwives and lab technicians since it's the hospital setting.

Table 4.3.4: Years in service

Years in service		Frequency (f)	Percent (%)	Valid Percent (%)
Valid	<1 year	4	10.0	10.3%
	1-2 years	16	40.0	41.0%
	2-4 years	13	32.5	33.3%
	4-6 years	5	12.5	12.8%
	Above 6 years	1	2.5	2.6%
	Total	39	97.5	100.0%
Missing	System	1	2.5	
Total		40	100.0	

Data Source: Primary Source

From the findings in table 5, workers reporting 1-2 years, 2-4 years, 4-6 years, <1 year and those above 6 years were 41%, 33.3%, 12.8%, 10.3% and 2.6% respectively. This shows that most of the workers interviewed had served the organization for 1-2 years period. This could be attributed to the highest percentage of workers who were within the age group of 25-30 years who have just finished school and started working.

Table 4.3.5: Terms of employment

Terms of employment	Frequency (f)	Percent (%)
Valid Permanent	2	5.0%
Contract	33	82.5%
Temporary	5	12.5%
Total	40	100.0

Data Source: Primary Source

As indicated in table 7 above, 82.5% of the workers interviewed were on contract basis followed temporary workers representing 12.5% and the least being permanent representing only 2%. This means that most of the workers interviewed were on a contract basis. This could be as a result of the human resource policy at St. Stephen’s hospital.

4.4. Empirical Findings on monetary reward systems

This section provides a detailed descriptive and inferential account of the study findings according to the study objectives.

4.4.0 Research Questions.

What is the relationship between Monetary Reward Systems and Job Satisfaction at St Stephen’s Hospital Mpererwe C.O.U.

4.4.1. Monetary reward systems and Job satisfaction

Objective one of the study was, to establish the relationship between monetary reward systems and job satisfaction. The study focused on the following statements to find out the views of the respondents, a number of question items were used to observe the relationship. Findings are presented in Table 6 based on a likert scale.

Table 4.4.1: Showing respondents' Opinion on monetary reward systems on Job satisfaction at St. Stephen's Hospital Mpererwe C.O.U

Questions about Monetary Reward Systems	Percentage Opinions (%)					Mean
	SD	D	NS	A	SA	
I am satisfied with my salary	12.1%	45.5%	21.2%	21.2%	0.0%	2.52
My salary is fair compared to staff doing similar work in other organization	21.9%	28.1%	37.5%	12.5%	0.0%	2.41
The salary offered motivates me to work for St. Stephen's Hospital	28.1%	34.4%	15.6%	12.5%	9.4%	2.41
The bargaining power of an individual determines the his/her salary	21.2%	18.2%	39.4%	15.2%	6.1%	2.67
Whenever I work on public holidays, I get an allowance	18.8%	9.4%	6.2%	21.9%	43.8%	3.62
I get my overtime allowance when I work extra	27.3%	15.2%	21.2%	24.2%	12.1%	2.79
I am provided with the Transport allowances whenever I report on duty	18.2%	15.2%	9.1%	21.2%	36.4%	3.42

Source: Primary data

Key: SD=Strongly Disagree D= Disagree, A = Agree and SA= Strongly Agree

For interpretation purposes, opinions are grouped for instance respondents who agreed and strongly agreed represent respondents who agreed and those who strongly disagreed and disagreed represent the respondents who disagreed. In addition, the mean scores above 2.83 reveal respondents who agreed and those below 2.83 represent respondents who disagreed respectively.

Findings as presented in Table 4.4.1 reveal that 65.7% respondents coupled with a mean score of 3.62 agreed that they are given allowances whenever they work on public holidays and 28.2% of the respondents disagreed. The results shows that respondents do get satisfied the more they get allowances. One of the respondents asserted that;

“The hospital has a policy that is clearly stipulated that everyone that works on a public holiday has to be given allowances for the work done”

The findings further showed that 57.6% respondents agreed that they are provided with transport allowances whenever they report on duty and 33.4% disagreed respectively. To support the results above, one of the informants reported that,

“The hospital has a policy that shows that all workers that reports on duty are supposed to receive transport allowance”

The results above showed that 42.5% respondents disagreed that they received allowances when they worked extra duties while 36.3% respondents agreed respectively. Similarly, 39.4% respondents disagreed that bargaining power of an individual determines his / her salary whereas 21.3% respondents agreed respectively. Results showed that 62.5% respondents disagreed that salary offered motivated them to work for St. Stephen’s Hospital while 21.9% agreed. In addition, the results showed that 50.0% respondents disagreed that salary was fair compared to staff doing similar work in other organization, and 57.6% respondents disagreed that that they were satisfied with their salary.

4.4.1.1. Correlation results for monetary reward systems and job satisfaction

A Pearson correlation product moment technique (bivariate) was used for the study to establish whether relationship existed between the study variables highlighted and the findings are presented in the Table 4.4.1.1 below.

Table 4.4.1.1: Correlation results for monetary reward systems

		Monetary Reward Systems	Job Satisfaction
Monetary Reward Systems	Pearson Correlation	1	.535**
	Sig. (2-tailed)		.002
Job Satisfaction	Pearson Correlation	.535**	1
	Sig. (2-tailed)	.002	

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

Source: Primary data

Table 4.7 above comprises of variables including monetary reward systems and job satisfaction. Based on the results obtained, $r = 0.535^{**}$ and sig as $p < 0.01$, .002, it can be said that, a positive relationship existed between monetary reward systems and job satisfaction meaning that a unit increase in monetary reward systems increased job satisfaction by 53.5% and its implication would result into a raise in job satisfaction however the correlation results could not fully explain this extent, below was another technique that was used to confirm the findings.

4.4.2.2. Linear regression results for monetary reward systems and job satisfaction

A regression analysis was used to establish the effect or variance that monetary reward systems and job satisfaction with the results that emerged presented in Table 4.4.2.2 below.

Table 4.4.2.2: Regression results for monetary reward systems

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.535 ^a	.287	.263	.723

a. Predictors: (Constant), I am satisfied with my salary

Source: Primary data

Table 4.8 comprises of the correlation coefficient (R), using the predictor; monetary systems as .535**, R² as .287, adjusted R² as .263. This adjusted R² score of .263 revealed a 26.3% (.263 x 100%) variance that monetary reward systems and job satisfaction and 73.7% remaining percentage attributed to other factors not part of the study.

4.4.2.3. Hypothesis statement one

Hypothesis one was that, “there is a positive relationship between monetary reward systems on job satisfaction”. The results that were obtained revealed a positive relationship and therefore the null hypothesis (H0) was rejected and the alternate hypothesis (H1) accepted.

How do non-monetary Reward Systems affect Job Satisfaction at St Stephen’s Hospital Mpererwe C.O.U?

4.4.2. Non-monetary reward systems and Job satisfaction

The second objective of the study was to establish the relationship between non-monetary reward systems and job satisfaction from which a number of responses were obtained as presented in Table 4.4.2.1 below

Table 4.4.2.1: Showing respondents' Opinion on Tactical level resource allocation

Questions about non-monetary reward systems	Percentage Opinions (%)					Mean
	SD	D	NS	A	SA	
I get housing allowance	62.5%	18.8%	9.4%	3.1%	6.2%	1.72
I am provided with accommodation at the place of work	61.3%	22.6%	3.2%	9.7%	3.2%	1.71
The organization provides breakfast and lunch for the staff	6.1%	9.1%	12.1%	36.4%	36.4%	3.88
The organization meets part of the medical bills for my family	0.0%	12.1%	6.1%	45.5%	36.4%	4.06
Am given sick leave	9.4%	9.4%	12.5%	28.1%	40.6%	3.81
Am entitled to annual leave	12.1%	15.2%	12.1%	24.2%	36.4%	3.58
It's easy to get promoted at St. Stephens Hospital	36.4%	21.2%	30.3%	9.1%	3.0%	2.21
Promotions are regular at St. Stephen's Hospital	33.3%	12.1%	39.4%	9.1%	6.1%	2.42
I am always thanked and appreciated for the good work I do	4.8%	19.0%	19.0%	47.6%	9.5%	3.88

Source: Primary data

Key: SD=Strongly Disagree D= Disagree, A = Agree and SA= Strongly Agree

For interpretation purposes, opinions are grouped for instance respondents who agreed and strongly agreed represent respondents who agreed and those who strongly disagreed and disagreed represent the respondents who disagreed. In addition, the mean scores above 3.03 reveal respondents who agreed and those below 3.00 represent respondents who disagreed respectively.

Majority of 81.9% respondents with a mean score of 4.06 agreed that the organization meets part of the medical bills for their families and 12.1% of the staff disagreed respectively. To support the findings was a key informant, who observed that,

“The Hospital helps staff by meeting part of their family’s medical bills. Staff are given medical cover of Shs. 200,000/= annually but when it’s finished before the year no more money is charged for more treatment given”.

Majority of the respondents 72.8% with a mean score of 3.88 agreed that the organization provides them with breakfast and lunch and 15.2% disagreed respectively. Being that food is among the major basic needs of life that everyone has to get, whenever these workers are given such non-monetary benefit the level of job satisfaction raises positively. To support these results, a key informant observed that,

“Workers at St. Stephens’ Hospital are given breakfast and lunch as a non-monetary benefit that will make them getting satisfied while at their place of work and also enjoy their organization”

The results revealed that 66.6% of the respondents with a mean score of 3.88 agreed that they were always appreciated for the good work they do and 23.8% of the respondents disagreed respectively. The results are proved by the interviewee, who said that,

“The Hospital has a policy of recognizing and appreciating best performing staff on annual basis. These workers are chosen basing on those who have completed their assignments and set targets. It’s done as a way of motivating workers”

Similarly, the results showed that 60.4% of respondents with a mean score of 3.58 agreed that there are entitled to annual leave and 27.3% of the respondents disagreed respectively. Workers in organizations demand for annual leave as a non-monetary benefit that increases their rate of being satisfied at their places of work which is provided at St. Stephen’s Hospital Mpererwe C.O.U. To support this result above, the interviewee responded that,

“St. Stephen’s Hospital Mpererwe gives annual leave to its staff including the salary”

Lastly, 40.6% respondents agreed that they are given sick leave whenever they follow sick. However, 57.6% respondents disagreed that it’s not easy to get promoted at St. Stephen’s Hospital Mpererwe C.O.U, and 45.4% disagreed that promotions are not regular at St. Stephen’s Hospital Mpererwe C.O.U. Furthermore, 81.3% respondents disagreed that they get housing

allowance and 83.9% respondents disagreed that they are provided with accommodation at the place of work. In the interviews held, one interviewee responded that, “The hospital neither provides accommodation at the place of work nor housing allowance for those that are willing to get houses outside the hospital premises”.

4.4.2.1. Correlation results for non-monetary systems and job satisfaction

A Pearson correlation product moment technique (bivariate) was used for the study to establish whether relationship existed between the two study variables and the findings are presented in the Table 4.4.2.1.1 below.

Table 4.4.2.1.1: Correlation results for Non-monetary Reward Systems and Job Satisfaction.

		Non-monetary Reward Systems	Job Satisfaction
Non-monetary Reward Systems	Pearson Correlation	1	.488**
	Sig. (2-tailed)		.005
	N	33	32
Job Satisfaction	Pearson Correlation	.488**	1
	Sig. (2-tailed)	.005	
	N	32	32

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

Source: Primary data

Table 4.10 above comprises of variables including Non-monetary reward systems and Job satisfaction. Based on the results obtained, $r = 0.488^{**}$ and sig as $p < 0.01, .005$, it can be said that, a positive moderate relationship existed between non-monetary reward systems and job satisfaction at St Stephen’s Hospital Mpererwe C.O.U. This means that a unit increase in

non-monetary reward systems increased job satisfaction by 48.8% and its implication is that the increase in non-monetary reward systems would raise job satisfaction. However, the correlation results could not fully explain this extent, below was another technique that was used to confirm the findings.

4.4.2.2. Linear regression results for non-monetary reward systems and job satisfaction

A regression analysis was used to establish the effect or variance that non-monetary reward systems had on job satisfaction with the results that emerged presented in Table 4.4.2.2.1 below.

Table 4.4.2.2.1: Regression results for Tactical Level resource allocation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.488 ^a	.238	.212	.748

a. Predictors: (Constant), non-monetary reward systems

Source: Primary data

Table 4.4.2.2.1 comprises of the correlation coefficient (R), using the predictor; non-monetary reward systems, as .488**, R² as .238, adjusted R² as .212. This adjusted R² score of .212 revealed a 21.2% (.212 x 100%) variance that non-monetary reward systems had on job satisfaction and 78.8% remaining percentage attributed to other factors not part of the study.

4.4.2.3. Hypothesis statement two

Hypothesis two was that, “The non-monetary reward systems affect the job satisfaction at St. Stephen’s Hospital Mpererwe C.O.U”. The results that were obtained revealed a positive effect and therefore the null hypothesis (H0) was rejected and the alternate hypothesis (H1) accepted since the r value of 0.005 was less than the p value of 0.01

CHAPTER FIVE

SUMMARY, DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1. Introduction

This chapter presents summary of the discussion of the findings, conclusions and recommendations on reward systems and job satisfaction in private hospitals. The study set out to specifically:

- Establish the relationship between monetary rewards and job satisfaction at St Stephen's Hospital.
- Establish the relationship between non-monetary rewards and job satisfaction at St Stephen's Hospital.

5.2. Summary of Findings.

The study establishes the relationship between reward systems and job satisfaction at St Stephen's Hospital. The reward systems, such as monetary and non-monetary how influence employees are likely to be satisfied at St Stephen's hospital.

The researcher used questionnaires, interview guide, and documentary review. The qualitative data was presented using frequency and tables whereas the descriptive statistics and correlation was applied on quantitative data to establish the relationship among the studied variables. The SPSS software was used in analyzing the quantitative data.

5.2.1. Job Satisfaction.

Under job satisfaction, the study revealed that majority of the respondents did not considered their work to be un pleasant and were fairly satisfied at all with their present jobs at least 63.2% Findings further revealed that the majority of the respondents were satisfied with their jobs for the time being and were also committed to their work most of the days. That they did enjoy their work rewards and In the present study it showed that majority of the respondents were satisfied with their monetary rewards, where by few disagreed that the monetary rewards offered to them motivates them to work better. These findings were supportive of the findings of Samuelson (2004) , Adolfsson and Bjornanger (2009) , where the studies found out that monetary rewards were the easiest way to motivate and satisfy employees however, Mathauer & Imhoff (2006) disagreed with them with a view that increased salary means to solve the the problems of low motivation of staff and no satisfaction . According to Lopez (1965), the study found out that salary though significant was not the overriding factor that satisfied employees. (Luddy, 2005) found out that highly paid employees may still be dissatisfied if they donot like the nature of their job and they cannot enter a more satisfying job. Contrary to the researchers findings, Groot and Maassen Van den Brink (1999, 2000) in the ealier research did not find evidence for a relationship between monetary and job satisfaction. Still, the study findings contrast with that of Herzberg's (1959) two factor theory where salary was part of the dissatisfiers that resulted into employee dissatisfaction.

From the findings of the study, majority of the respondents were not satisfied with their monetary rewards which are the main determinants of job satisfaction and research on the other hand should also be carried out other determinants like working environment, the organization

itself, and the work itself could be carried out in St Stephen's hospital to find out why staff are not satisfied with their jobs.

5.2.2. Non-monetary rewards and Job satisfaction.

The provision of non-monetary rewards such as meals, promotions, recognition, benefits, accommodation sick leave and the medical insurance scheme were responsible for employee job satisfaction in the area of study as it showed a perfect correlation with Spearman's rank correlation. It has for instance been revealed from the questionnaires analyses that up to 95 % of the employees have accommodation problems. This view was confirmed through the questionnaires that were distributed among the respondents who revealed that majority of them are not given accommodation and this employees attributed it to the negligence of the administrators to subsidise their house rent or build them quarters , promotion and recognition of staff this also indicated that it is very rear in the organization because the management most of the time they promote and recognize the staff for any goal achievement in the organization. All these are manifestations that the management of non-monetary rewards had influence on employee's job satisfaction.

The above findings are in line with (Mullins, 1999) that cites that if employees are worried about housing and the meals for example, their efforts will be wasted in the thinking about the fulfillment of these things and not work. Fleet, (1991) expounds more on the view noting that effective rewards should satisfy the basic needs of employees.

According to Hunt, (1986), tangible benefits like gifts and prizes have abundant motivational value and if St Stephen's hospital uses a variety of them on a continuous basis would capture the worker's efforts.

This is supported by 35% of the respondents who agreed that it would make them perform better. Similarly, the study has statistically revealed that the provisions of tangible benefits like meals enormously motivate employees to perform as indicated by Spearman Rank Correlation where the study revealed that 95% of staff gets meals at the place of work. If anything, the practice of giving material benefits to employees that has been adapted by St Stephen's hospital is a manifestation that non-monetary rewards relate to employee job satisfaction.

This study has proved that the provision of benefits influences job satisfaction. This was shown in cases where giving of benefits like mattresses, cars, and motorbikes is instrumental in enouncing employee commitment and therefore increased performance and job satisfaction.

5.2.3. Discussion of findings.

5.2.4. Monetary Rewards and Job Satisfaction.

The findings monetary rewards like basic salary, monthly salary and allowances influence job satisfaction at St Stephen's hospital. This means that monetary rewards in terms of good salary increase job satisfaction and employees are more concerned about good wages. The fact that pay level satisfaction has a very strong employee satisfaction, gives additional support on the importance of financial based rewards to employees. These findings are in agreement with those of Nguyen et al, (2003) who states that the good pay have a very big significant impact on job satisfaction. It is further supported by Robbins et al (2003) whose findings reveal that an equitable pay resulting from the interrelationship of the job demands, individual skill, social pay standard results in more job satisfaction by carrying out transparent mechanisms for rewards.

The results further showed that monetary rewards has a significant correlation with job satisfaction and that pay is also one of the key significant factors of employee job satisfaction . Whereby money is a good motivator in the institutions, actually all employees' work for these

institutions for money, employees need the money and a good salary satisfaction. We can increase the employee salary to motivate the employee; the good pay can be one of the key factors affecting job satisfaction. According to Mullins (2002), Herzberg's two factor theory is an effective theory of job satisfaction. In this theory, he mentioned that pay can have a powerful effect in determining job satisfaction. Man has multiple needs and money provides the means to satisfy these needs (Arnold and Feldman (1996). So, according to Herzberg's two – factor theory and from this statement, monetary rewards such as monthly salary, basic salary and allowances are considered a key factor affecting job satisfaction. St Stephen's hospital will depend on the best monetary package and the reward system to increase employee job satisfaction in the organization.

5.2.5. Non-monetary rewards and Job satisfaction.

It was found out that non-monetary rewards like recognition, promotion, benefits, accommodation, allowed leave and medical insurance influence job satisfaction at St Stephen's hospital. These findings are in agreement with Beswick (2002) who holds a view that non-monetary rewards lead to motivation and satisfaction in carrying out an activity. This means that employees should work hard at a task in order to gain recognition and as such the work undertaken results in to satisfaction. The findings are also supported by Armstron (1996) who holds a view that non-monetary rewards like recognition of employees for the work well done increases job satisfaction.

The results further showed that recognition has a significant correlation with job satisfaction at St Stephen's hospital. If St Stephen's Hospital creates a fair competitive environment with the monetary rewards, this would improve employee attitudes because can encourage employees to work very hard and after these considerations , we can see that non-monetary rewards can

increase organizational performance as the key factor affecting job satisfaction at St Stephen's hospital . According to Mullins , (2002) , Herzberg's two factor theory , competent employees are essential to the success of any organization. An important factor driving satisfaction in the service environment is the service quality. Therefore St Stephen's hospital will depend on the policy in place to increase on the job satisfaction and the satisfied employees can increase organizational performance.

5.2.6. Job Satisfaction.

From the findings, majority of the respondents in the study were satisfied with their jobs, as seen in the table above. These findings were in contrast with those of Kremer et al, (2003) in Herzberg's (1959) study of job satisfaction were dissatisfied with work and that those of Gigantesco et al (2003) in Rome were supportive of the findings of the study where it was reported that few respondents expressed full satisfaction with their jobs. The findings of the study were also in agreement with those of Herzberg's theory that rewards result into job satisfaction however, certain rewards result into dissatisfaction.

5.3. Conclusions.

The findings indicated that reward systems influenced job satisfaction at St Stephen's hospital. In particular, it was established that with clear understanding of the rewards in place, would enable St Stephen's staff to achieve high employee job satisfaction.

5.3.1. Monetary rewards and job satisfaction.

The research findings proved that monetary rewards had positive relationship with the employee job satisfaction and if more monetary rewards are put in place, employee's job satisfaction. It therefore, follows and there will be employee job satisfaction. Hence , an increase in monetary

rewards will significantly increase job satisfaction. However, improved chances for promotion and creation of more opportunities for professional development would actually enable employee job satisfaction. Also improvement in the benefits systems by adopting clear monetary benefits options that would enable St Stephen's hospital to have a wider understanding of the employee dissatisfaction gaps and assist them further understand and appreciate the monetary rewards that in place.

5.3.2. Non-monetary rewards and Job Satisfaction.

It was established that non-monetary rewards had a significant positive influence on employee job satisfaction at St Stephen's hospital. In particular, the non-monetary rewards if given to staff and felt they are motivated, the degree of freedom in the performance of their daily tasks and tasks performed is realistic leading to high levels of job satisfaction..

However, efforts should be made to improve on the non-monetary rewards for the staff in order to increase job satisfaction expectations.

According to the findings of the study, monetary and non-monetary rewards have a significant positive influence on the employee job satisfaction in St Stephen's hospital.

5.4. Recommendations.

St Stephen's hospital attaches great importance on rewarding its staff in order to satisfy them and enhance their performance better. Thus in order to achieve the basic objective of the rewarding, St Stephen's hospital should ensure that there are proper reward systems in place that are clear and understood by staff.

The following recommendations can be of help to the management of St Stephen's hospital, Uganda protestant medical bureau and the other stakeholders.

5.4.1. Monetary rewards and job satisfaction.

St Stephen's hospital should consider increasing on the monetary rewards like monthly salaries, basic salaries, and allowances, in order to boost employee job satisfaction. It would be better if this is done in the short run since the study found out that monetary rewards have a significant influence on job satisfaction.

5.4.2. Non-monetary and Job Satisfaction.

St Stephen's hospital should find a mechanism to improve on the non-monetary rewards such as accommodation because this study found out that 95% of the respondents were not given accommodation and hence promoting the dissatisfaction among the staff since majority of them travelled long distances and even some staff members were also not sure that such non-monetary policies are in place, and therefore once they are addressed, it may increase job satisfaction. Generally St Stephen's hospital should consider introducing new rewards such that high job satisfaction is realized. There seems to be a mismatch between current rewards and employee job satisfaction. Therefore the institution should first do a reward management system to establish the optimal satisfaction levels before introducing new rewards.

5.5. Limitations of the Study.

The study manifested some limitations. Two are worth mentioning:

The time that was available to prepare a proposal and have it successfully defended, collect data, analyse data and then write a report appeared short. This is also due to the fact that the researcher is a full time employee and the research was to be done alongside the normal work duties. The researcher tried as much as possible to be fast enough in carrying out the study.

While collecting data, it took much longer time than the anticipated for the researcher to collect all the questionnaires from the respondents. Most of them were busy even though the researcher

managed to get all the questionnaires due to the fact she distributed them herself and was familiar with respondents. This delayed the researcher and was not able to complete in time.

The researcher also had budget constraints as the projected budget increased. There was a general increase in the price materials the researcher used thus increasing the funds used.

5.6. Contributions of the Study.

The study has made the following contributions:

The study has somehow enhanced the affect theory i.e that it can be used to explain the discrepancies between reward systems and job satisfaction. For instance according to the theory, It states how much one values a given facet of work (e.g the degree of autonomy in a position moderates how satisfiers/dissatisfies one becomes when expectations are/ aren't met. In other words, for an institution to satisfy its employees, it must have a degree of autonomy. This study found out that most if the staffs at St Stephen's hospital have a good deal of freedom of performance of their daily tasks hence being in agreement with the theory.

5.7. Suggestions for further Research.

This study found out that monetary and non-monetary rewards have a significant effect on employee job satisfaction. However, employee job satisfaction in the institution in terms of the available rewards is still low. So it means there are other possible causes as to why employee job satisfaction is not to the expected levels.

Therefore, further research could be carried out in detail in the following areas;

Reward analysis on the most significant systems that could be affecting the job satisfaction in St Stephen's hospital such as low salary given to staff , irregular promotions , recognition etc. because some of these systems affect very much the staff 's performance in the organization.

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APPENDICES

Questionnaire

Questionnaire for both non-medical staff and medical staff on reward systems and job satisfaction in private hospitals, a case study St Stephen's hospital Mpererwe Church of Uganda . (C.O.U)

Self-Administered Questionnaire

Dear Respondent,

I am a student of Uganda Management institute. Pursuing a Master's degree in Institutional Management and Leadership on research topic Reward system and Job satisfaction in private Hospitals a case study St Stephen's Hospital. You have been selected purposively from the sample of the respondents to provide your views on this study. The information provided will be treated with utmost confidentiality and will only be used for the purpose of the study. I am requesting you to spare some of your time and answer the questions in order to enable me achieve the objective of this study.

Thank you very much, in advance for your valuable time.

Section A: Background characteristics

Tick the appropriate answer

1. Gender a) Female.....b) male.....
2. Age a) 19-24..... b) 25-30.....c) 31-..... d) 37- 2.....e) 43-48.....f) 49-54.....
g) 55-60..... h) 61-66.....i) over 66.....
3. Marital status Married..... single..... divorced.....separated.....

4. Level of education UCE.....UCAE.....Diploma.....Degree.....
 Masters ----- others.....

5. How long have you worked in this organization

a) Less than a year..... b) 1-2 years.....c) 2-4 years.....d) 4-6 years.....e) Over 60
years.....

6. What is your position in this organization? Please tick and specify

- a) Administrator.
- b) Head of department.
- c) Medical staff.
- d) Non-medical staff.
- e) Support staff.

7. What are your terms of employment?

Permanent..... Contract..... Temporary.....

Please (tick) your answer in the box corresponding to your choice to indicate whether you:

Strongly agree, SA, (5) Agree, A (4), Not sure, NS (3), Disagree, DA (2), strongly disagree,

SDA (1)

	<u>Monetary Reward Systems.</u>	1	2	3	4	5
	<u>Indicators of Monetary Rewards</u>					
B.1.1	I am satisfied with my salary.					
B.1.2	Salary always comes on time.					
B.1.3	My work load matches with my salary.					
B.1.4	My salary is fair compared to staff doing similar work in other organizations.					
B.1.5	My salary is enough to meet my basic needs and retain a reasonable amount for saving.					
B.1.6	The salary offered motivates me to work for St Stephen's Hospital.					
B.1.7	Salary is based on the level of education.					
B.1.8	The bargaining power of an individual determines his/her salary.					
B.1.9	There is a standard pay structure at St Stephen's Hospital.					
B.1.10	I receive salary increments annually.					
B.1.11	I am provided with salary advances when					
B.1.12	There is a clear overtime policy in place.					
B.1.13	My salary is paid when I go for annual leave.					
B.1.14	Whenever I work on public holidays, I get an allowance.					
B.1.15	I get my overtime allowance when I work extra.					
B.1.16	Transport allowance is applicable in my department.					
B.1.17	I am provided with the Transport allowances whenever I report on duty.					
B.1.18	The transport I get is incorporated on my salary.					

B.2 Non-monetary rewards.

Please indicate the level of non-monetary incentives given by ticking the best alternative, you derive from each of the following tangible aspects using the scale range of values from 1 to 5. Where:-

1 = Strongly disagree.

2 = Disagree.

3 = Not sure.

4 = Agree.

5 = Strongly Agree.

No.	<u>Indicators of non-monetary rewards</u>	1	2	3	4	5
B.2.1	I get housing allowance					
B.2.2	I am provided with accommodation at the place of work.					
B.2.3	Housing allowance is incorporated into my monthly salary.					
B.2.4	St Stephen's Hospital has a housing policy in place.					
B.2.5	The organization provides breakfast and lunch for the staff.					
B.2.6	The provision of meals at the facility has made me to remain an employee of the place.					
B.2.7	The meals are very good that everyone enjoys.					
B.2.8	The meals are always on time.					
B.2.9	When you miss the meals you are given your refund.					
B.2.10	The organization meets part of the medical bills for my family.					
B.2.11	The organization has got a medical care policy in place					
B.2.11	Am given sick leave.					
B.2.12	My sick leave is paid.					
B.2.13	I am entitled to annual leave.					
B.2.14	Annual leave is paid.					
B.2.15	I benefit from the medical facilitation in the place of work.					
B.2.16	It's easy to get promoted at St Stephen's.					
B.2.17	Promotions are regular at St Stephen's Hospital.					

B.2.18	The promotions are not done with bias at St Stephen's Hospital.					
B.2.19	Chances of promotion are limited.					
B.2.23	Promotion is based on academic qualifications.					
B.2.24	The procedure and process of recognizing employees at St Stephen's Hospital are free and Air.					

Section C: Job Satisfaction for Staff.

This section presents issues on job satisfaction. Kindly using the key given **tick (/)** the right alternative that meets your opinion on how your job satisfaction is met in

.....

As follows:

1 = strongly disagree.

2 = Disagree

3 = Not sure.

4 = agree

5 =strongly agree.

No.	<u>Indicators of Job Satisfaction</u>	1	2	3	4	5
C.1	I am committed to my job					
C.2	I seek out for new ideas and innovations					
C.3	My tasks are accomplished in time and accurately.					
C.4	I always put in extra time to do my job without pay.					
C.5	I regularly report early on duty and ready to start work on time.					
C.6	I do not leave the work area unattended without prior authorization.					
C.7	I have got no plans to leave my job at the moment.					
C.8	I always come up with new improved ways of doing my job.					
C.9	I feel good working for St Stephen's Hospital Mpererwe C.O.U.					
C.10	I take pride in my work.					
C.11	I am willing to attend to the patients any time they seek my assistance.					
C.12	I am always available at the place of work					
C.13	I do my work with ease					
C.14	I have interest in my job					
C.15	Is your job prestigious?					
C.16	I am proud of my job.					
C.17	I always have desire to do my assignments on time.					
C.18	You are deliberately highly valued in the job you do.					
C.19	I have no problem obeying even uncooperative supervisor					
C.20	I always desire to be punctual at the place of work.					

Appendix: Interview guide for St. Stephen's Hospital Employees

(Key Informants)

INTERVIEW GUIDE:

Introduction

Dear Respondent,

I am a student of Uganda Management institute pursuing, Master's Degree in Institutional Management and Leadership research topic Reward Systems and Job Satisfaction. You have been selected purposively from the sample of the respondents to provide your views on this study. The information provided will be treated with utmost confidentiality and will only be used for the purpose of the study. I am requesting you to spare some of your time and answer the questions in order to enable me achieve the objectives of this study.

Thank you much in advance for your valuable time.

Section A: Salary and Allowances.

- Do employees at St Stephen's Hospital complain about their salaries?
- How do you determine your employee's salary scale?
- What is attitude of the employees towards the benefits in place?
- When is the end of the month salary paid?
- A part from salary what other allowances do you give to your staff?

Section B: Transport Allowance.

- Do you give transport allowances to employees at the facility?
- How do you determine the Transport allowance for the staff?

Section C: Leave days

- Do you give your staff Annual leave?
- Are staffs paid when they go leave?

Section D: Recognition.

- How do you recognize staffs that excel in their service delivery?
- Do you think recognition can increase your job satisfaction?
- Are the employees recognized after achieving their set goals?
 - Why are they satisfied / not satisfied?
- Are the benefits important in improving Job Satisfaction?

Section E: Promotion.

- What are the available promotional opportunities for your staff?
- How often do you promote your staff?

Section F: Medical Insurance.

- Does staff get medical insurance at the facility?
- Do staff's medical insurance incorporated on their salaries?

Appendix IV: Table for Determining Sample Size From a given Population

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Source: Krejcie & Morgan (1970, as cited by Amin, 2005)

Note.—*N* is population size.

S is sample size.