



**REWARD MANAGEMENT AND PERFORMANCE OF THE UGANDAN
JUDICIARY: A CASE STUDY OF HIGH COURT, KAMPALA**

By

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Declaration

I **CAROLINE AKELLO** declare that this dissertation is my original work and has never been published or submitted for any other degree award to any University or Institution.

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Dedication

I dedicate this work to the memory of my grandmother Jabina Akello (R.I.P) and to Richard, Patience, Dominic, Irene and Fiona.

Acknowledgment

I acknowledge the following for their contribution to the successful completion of this study.

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ABSTRACT

The study was conducted to find out the effects of reward management on the performance of the Ugandan Judiciary using a case study of High Court at Kampala, specifically, how reward policies affect performance of the Judiciary, the effects of total reward on performance of the Judiciary and the effects of reward processes on performance of the Judiciary. The study adopted a case study design using both quantitative and qualitative methods. The findings indicated that Judiciary neither had a reward policy nor reward system in place. It did not also have a system in place to appraise the Judges and the appraisal system in place was not properly understood and adhered to. The correlation analysis indicated there was positive and significant relationship between reward management and performance of the Ugandan Judiciary and the regression analysis indicated that reward management explained up to 36% of performance of the Judiciary. The study concluded that reward policies should be based on the principles of equity, consistency, transparency, taking into consideration the market rates. The study also concluded that in providing rewards extrinsic factors should be considered before considering to intrinsically reward employees. And finally that rewards need to be tied to a performance management programme that encompasses the mission, vision and goals of the organization. The study recommends that the Judiciary should set up a reward policy based on the principles of equity, consistency and transparency, considering market rates; the Judiciary formulates a reward strategy that facilitates recognition of employees by both financial and non financial means; that the Judiciary should set up a performance management mechanism as an assessment tool in the reward process that clarifies standards and expectations in line with the vision, mission and objectives of the organization and focuses on the achievement of results to facilitate the assessment of individual performance and provision of rewards where they are due.

CHAPTER ONE

INTRODUCTION

1.1. Introduction

It can be said that people are the only scarce resource organizations have which other competitors cannot copy. Based on this point of view, investment in employees should be of great importance to the organizations which have understood the real gains they can reap from their unique employees (Laakso, 2012). The study was carried out on reward management and performance of the Ugandan Judiciary, at the High Court, Kampala. In this chapter, we discuss at the background to the study. It also looks at the objectives of study, research questions; the hypotheses, the statement of the problem, the significance and the scope of the study.

1.2. Background to the Study

1.2.1. Historical Background

Working in formal organisations started with organisations like the Greek and Roman armies, the Roman Catholic Church, the East India Company and the Hudson Bay Company. Much has also been written about how to make organizations efficient and effective long before the term “management” came into common usage. Scientific Management theory arose in the United States from the need to increase productivity when skilled labour was in short supply at the beginning of the 12th Century. Its proponents were Frederick W. Taylor (1856-1915), Henry L. Gantt and Frank and Lillian Gilbreth, who devised a body of principles known as Scientific Management theory. Frederick Taylor (1911), also known as the father of scientific management became interested in improving worker productivity by conducting experiments to determine the

best level of performance for certain jobs, and what was necessary to achieve this performance. Taylor's belief was that employees paid substantial bonuses for goal/task attainment because compensation for work done efficiently and effectively led to satisfaction. This is one of the earliest explications of the notion that performance led to rewards and rewards led to satisfaction. This notion was later promulgated by Lawler and Porter (1967). The application of scientific management principles in a Philadelphia textile mill factory in the 1920s increased employee antagonism towards management as well as labor grievances and turnover. Thereafter, other researchers like George Elton Mayo conducted certain experiments on human behavior at the Hawthorne Works of the General Electric Company in Chicago from 1924 to 1933. His findings contributed to organization development in terms of human relations and motivation theory. The Hawthorne studies found that employees are not motivated solely by money but also employee behavior and their attitudes (Dickson, 1973). The Hawthorne studies began the human relations approach to management. The human relations movement boasts of some of the world's foremost management thinkers and theories like Abraham Maslow's Hierarchy of Needs, presented in the US Psychology Review in 1943; Douglas McGregor's Theory X and Theory Y (1960) and Frederick Herzberg's Two-factor Theory(1959) (Team, 2004).

In the 1930s, big corporations saw value in improving employee benefits as a way of recruiting, retaining and motivating employees. By 1945, experience of the Second World War had shown that output productivity could be influenced by employment policies. The worldwide collapse of the economy dramatically decreased the need for the selection of workers. The great depression increased the concern of psychologists for the plight of human beings and the concomitant humanization of the workplace. With unemployment high, access to food and shelter in danger

for many people, the needs and goals of people became of paramount concern to psychologists like Abraham Maslow (Latham, 2007).

In the 1960s and 70s employment started to develop significantly. During the mid-1970s, behaviourism made a comeback when a new generation of theorists acknowledged that human behaviour was dynamic and could be stimulated as much by an individual's internal world as it could by exogenous factors. Behaviour emerges as a result of the operation of cognitive processes in interaction with the environment. The environment generates external social stimuli to which individuals respond (Basset-Jones & Lloyd, 2005). At the same time, theories from social sciences about motivation and organisation behaviour were developed. Around mid-80s, the term "human resource management" arrived from the USA replacing personnel management, which was earlier developed using theories from the social sciences about motivation and organisational behaviour (CIPD, 2012). Human resource management emphasised employee commitment and motivation. The 1980s saw the evolution of human resource management to the strategic management of human resources.

The 1990s and 2000s was marked by the great competition among organizations, the movement of globalisation, the evolution of Information Technology, increased social and environmental awareness and the pressures of the stakeholders on social roles of organizations (Jabbour & Santos, 2011) As boundaries between cultures and nations are blurred and new communication technology makes it possible to think of the world as a "global village", the scope of international and intercultural relationships is rapidly expanding. This new management theory is the dynamic engagement approach that implies intense involvement with others. Dynamic engagement explains the way today's most successful managers focus on human relationships

and quickly adjust to changing conditions. It is important that managers pay attention, not only to their own concerns but also to understand what is important to other managers both within their organisations and at other organizations (History of Management Thought). Global competition has produced flatter, more responsive organisations that require employees to use judgment and initiative to a much greater extent. Raised during an era of rapid technological change and instant access to data, younger workers now come to organisations with different expectations (Thomas, 2009).

1.2.2. Theoretical Background

Some of the theories that explain the concept of reward management and performance include Maslow's Hierarchy of needs, Frederick Herzberg's Two-Factor Theory and Adam's Equity theory, among others.

Abraham Maslow (1954) divided human needs into five main categories according to importance. The lower level contains the most basic human needs which must be satisfied before higher level needs emerge and become motivators of behavior. From the lowest to highest needs Maslow categorized them as physiological, safety, social, ego and self-actualization.

Another theory is the Motivator-Hygiene Theory (two-factor theory) developed by Frederick Herzberg in 1923. He argued that there were certain factors that a business could introduce that would directly motivate employees to work harder (Motivators) and factors that would demotivate an employee if not present but would not in themselves actually motivate employees to work harder (Hygiene factors) (Armstrong, 2006). He distinguished between: motivators (e.g. recognition, growth, advancement, responsibility, interesting and challenging work and

achievement) also referred to as intrinsic factors which give positive satisfaction and hygiene factors (e.g. salary, working condition, supervision, interpersonal relations, company policies and administration, job security) referred to also as extrinsic factors which do not give positive satisfaction, although dissatisfaction results from their absence (Dessler, 2008). These factors lead to the prevention of dissatisfaction.

In as much as employees expect their needs to be satisfied, they also would want fair treatment by the organization. The Equity theory by Adam Stacey (1963) points out the importance of organizational fairness. Employees compare their inputs into the work with the outputs they receive from the organization (Jiang, Xiao, Qi, & Xiao, 2009). Employees will in turn compare the effort they put in the job with the rewards they receive in return. Once there is perceived imbalance in the relationship, the employee will experience dissatisfaction and will strive to restore equity.

This study was guided by Herzberg's Two-Factor theory that clearly distributes rewards into extrinsic and intrinsic rewards. Herzberg argued that there were certain factors that would directly motivate employees to work harder (**Motivators**) and factors that would de-motivate an employee if not present but would not in themselves actually motivate employees to work harder (**Hygiene factors**) (Armstrong, 2006). He distinguished between: motivators (e.g. recognition, growth, advancement, responsibility, interesting and challenging work and achievement) also referred to as intrinsic factors which give positive satisfaction and hygiene factors (e.g. salary, working condition, supervision, interpersonal relations, company policies and administration, job security) referred to also as extrinsic factors which do not give positive satisfaction, although dissatisfaction results from their absence (Dessler, 2008). These factors lead to the prevention of

dissatisfaction. The theory guided the selection of the variables that formed part of the objectives of this study. A combination of extrinsic and intrinsic rewards forms a total reward. This study adopted a total rewards strategy which is the main focus of modern management.

1.2.3. Conceptual Background

This study looked at the concept of reward management in terms of reward policies (consistency, market rates, equity, transparency); total reward (extrinsic and intrinsic rewards); and reward processes (performance management, performance appraisal, and feedback) (Armstrong, 2006); and how they affect performance (timely disposal of cases, efficiency and effectiveness) of the Ugandan Judiciary.

According to Armstrong (2006:625) reward management include reward policies that provide guidelines on approaches to managing rewards, reward practices that facilitate the provision of financial and non-financial rewards and reward processes that provide a means for evaluating the relative size of jobs (job evaluation) and assessing individual performance (performance management). For purposes of this study, reward processes only takes consideration of performance management since jobs in the Uganda Public Service are already been evaluated and salary scales assigned according relative size of the jobs. Reward management is based on a set of beliefs and guiding principles that are consistent with the values of the organization which include the need to achieve fairness, equity, consistency and transparency in operating the reward system. It adopts a total reward approach that emphasizes consideration of all aspects of reward such as motivation, commitment, engagement and development of employees. Total reward is a combination of financial and non-financial rewards (Armstrong, 2007). Rewards are

said to signal the organizational values to the employees. They are a means of aligning a company's most strategic asset – their employees – to the strategic direction of the organization (Trevor, 2008). “A comprehensive employee reward system can include the following elements: fixed (base pay), variable pay, short-term and long term incentives, gain sharing, benefits, allowances, quality and quantity of work, work environment, work-life balance, non-financial rewards, leadership style, organizational values and culture, equity, training and development, participation in decision making, holidays and leave, challenging work, management support and encouragement, performance management, among others” (Mujtaba & Shuaib, 2010).

It is important for an equitable, market-based and cost-effective reward management system to be developed in order to acknowledge an individual or team with accomplishments. A structured reward management system helps building a high-performance culture for an organization where its employees are linked up to work together towards the business goals and objectives. Apart from establishing a reward management system with justice, it is also essential for the organization or employers to maintain clear and close communication with employees on the reward policies (Gidongo, 2006). The current focus among reward literature has moved from the emphasis put on financial rewards to a total rewards approach (Bowey, 2005). Total reward refers to both extrinsic and intrinsic rewards as a total an individual receives (Laakso, 2012).

Managers have established that value creation is, and will continue to be the primary reason for the survival of all productive organisations. However, under new work conditions, to create value, every organisation has to seek, generate, distribute, and apply knowledge of reward management, a function that instead of being driven by capital emerges from an environment in which the human spirit is enthused (Amar, 2004). Therefore, it is imperative for organisations to

develop a work environment that motivates employees to engage in productive behaviour consistent with their goal to ensure success. Employees in an organisation like the Judiciary are a product of human mind, and so, they cannot be manipulated like sophisticated machines, fancy systems, or efficient controls. To use knowledge in their products, processes, and services, organisations have to know how to engage the human mind in their operations. That knowledge, in turn can be managed only through buoyancy that excites the deepest parts of the employees' minds. Therefore, understanding the theory of motivation and its application in reward management is very important in managing human resources and in making organisations succeed (Gidongo, 2006).

According to Demmke (2006:7) organisational performance is different from sector to sector. It is a result of good networking, effective accountability systems, powerful instruments, efficient coordination mechanisms, realistic public perceptions and expectations, the quality of monitoring and control systems, institutional capabilities, legal certainty and the competence of employees. (Boddy, 2008), defines performance as the result of an activity. Performance is the accomplishment of a given task measured against pre-set known standards of accuracy, completeness, cost and speed. It should however be noted that of all the 6Ms of management (i.e. man, materials, machines, money, methods, moment) it is man(human resource) that is the most important. The efficient use of the 5Ms largely depends on the proper utilisation of the human resources. Man controls the use of all the other resources. Whereas the other resources depreciate over time, the human resource appreciates with time due to knowledge and skills gained as a result of experience. Performance in reference to this study means actual output of employees as measured against the organizational outputs, that is, the timely disposal of cases, efficiency in the use of available resources and effectiveness of service delivery.

1.2.4. Contextual background

Governments as well as civil society have placed emphasis on the importance of an effective and efficient Judiciary. However, apart from decisions that the courts render, there is little known about the trends in court performance (Dakolias, 1999). Over the last two decades, courts around the world have been struggling with performance measurement as part of broader public sector and judicial reforms. In Western Europe as well as the US, the focus is on quality brought about by global economic crisis beginning in the mid-1970s, the privatization and contracting out of public services of the 1980s, the neoconservative political pressures of the 1980s and 1990s. In the United Kingdom, this movement developed under the name New Public Management, which was embraced to varying degrees in many countries around the world (Schauffler, 2007). Case backlog and the quality of judicial decision making have attracted worldwide scholarly attention for some time and while many countries are trying to cope with this challenging issue, there is continued enactment of regulatory provisions to seemingly improve the Judiciary (Zajc & Kovac, 2011). National Judiciaries were not historically concerned with performance data. They are only now beginning to gather relevant information on a systematic basis (Dakolias, 1999).

The major function of the Judiciary is to independently and impartially administer justice, arbitrate legal disputes, and to interpret the Constitution. The Judiciary also reinforces checks and balances between the other arms of government and by so doing, ensures constitutionalism (Ouko, 2010). The Judiciary's day-to-day work and its current operations is to perform its core functions. At the same time, it strives to improve its performance. In that regard, justice must be delivered, case-by-case and whatever the nature of the case in a fair and timely manner otherwise it is not justice (Judiciary, 2006).

The Uganda Judiciary in collaboration with the Justice, Law and Order Sector, has put in place several interventions to improve the rate of case disposal as well as performance. These include the Chainlinked programme, the District Coordination Committees, the Alternative Dispute Resolution (ADR) programme, the Small Claims Procedure, the Backlog reduction programme, Quick-wins programme, Community Service as well as the Sentencing Guidelines.

Judicial officers and judicial staff are the face of the Judiciary. They symbolize not only the institution but also the state of the Judiciary in terms of performance and practices (Ouko, 2010). Therefore, actions, behaviours and/or omissions of the employees of the Judiciary reflect the performance of the Judiciary. In order to attract and retain qualified and committed individuals, organisations need to have appropriate reward systems that encourage their employees to always stay focused on producing quality results efficiently and effectively (Mutjtaba & Shuaib, 2010)

The government has put in place interventions to ensure that judicial officers perform their duties without hindrances. The interventions include the payment of a modest salary and to accord judicial officers special status in society. This is to ensure that the decisions they make are free from any form of compromise and/or bias. Article 128 (7) of the 1995 Constitution of the Republic of Uganda provides:

“The salary, allowances, privileges and retirement benefits and other conditions of service of a judicial officer or other person exercising judicial power shall not be varied to his or her disadvantage.”

In Constitutional Appeal No. 07 of 2005: Masalu Musene Wilson and 3 Others Versus the Attorney General, the Supreme Court ordered that the salaries of the judicial cadre should not

be taxed. However, judicial officers are not happy with their emoluments (Buwembo, 2012); (Wesaka, 2013; Agaba & Nsambu, 2013) and have on several occasions called upon government to increase their pay. Moreover, qualified individuals are shunning employment in the Judiciary (Atuhaire, 2012); (Agaba & Nsambu, 2013).

1.3. Statement of the Problem

The Judiciary's mandate is to deliver justice case by case in a fair and timely manner. To achieve this, the Judiciary put in place interventions such as the Chainlinked programme, District Coordination Committees, Alternative Dispute Resolution (ADR), Case Backlog Reduction programme and the Quick Wins Programme.

Despite these interventions, reports of the Judiciary Integrity Committee indicate low rate of case disposal as well as a backlog of unheard cases. Reports of the 15th Annual Judges Conference 2013 also indicate a drop in the rate of case disposal from 31.4% in 2011 to 26.6% in 2012 with 36,912 pending cases pushed forward from the year 2012 to 2013.

The media has on several occasions reported a number of cases where officers of the Judiciary have been arrested receiving bribes (Bindhe, 2011; Kabasongora, 2011). Report of the Annual Judges Conference (2006) indicates persistent absenteeism from duty and poor time management. This calls for greater intervention to establish how reward management could be the root cause of the problem. Should this trend continue, the public could completely lose confidence in the Judiciary as evidenced by the increased cases of mob justice where people have taken the law into their own hands (Watala, 2011). It is against this background that the researcher carried out this study to find out how reward management affects performance of the Ugandan Judiciary.

1.4. General Objective

To find out the effects of reward management on performance of the Ugandan Judiciary using a case study of High Court, Kampala.

1.5. Specific objectives

1. To examine the effects of reward policies on performance of the Ugandan Judiciary.
2. To find out the effects of total reward on performance of the Ugandan Judiciary.
3. To establish the effects reward processes on performance of the Ugandan Judiciary.
- 4.

1.6. Research Questions

1. What are the effects of reward policies on performance of the Ugandan Judiciary?
2. What are the effects of total reward on performance of the Ugandan Judiciary?
3. What are the effects of reward processes on performance of the Ugandan Judiciary?
- 4.

1.7. Research Hypotheses

1. Reward policies significantly affect performance of the Ugandan Judiciary.
2. Total reward significantly affects performance of the Ugandan Judiciary.
3. Reward processes significantly affect performance of the Ugandan Judiciary.

1.8. Scope of the Study

1.8.1. Geographical Scope

The study was carried out at the High Court, Kampala. This is where all the senior management of the Judiciary is situated and policies for the Judiciary are made and implemented. It focused on the employees at the High Court to critically analyse the existing reward management systems on the performance of the Judiciary.

1.8.2. Content Scope

The study looked at how the existing reward management systems affect the performance of Judiciary. Reward management in this study looked at the reward policies; total reward and reward processes. The reward policies address the level of reward, taking into account the consistency with which they are provided, market rates, equity in the rewarding process and transparency on reward structures and processes to employees. Total reward is a combination of financial and non-financial rewards available to employees (Armstrong, 2007). Reward processes include performance management as well as performance appraisal as a tool used to assess performance and communicating feedback on performance to the employees. In this context, how rewards are managed, motivates employees either to improve performance or not.

1.8.3. Time Scope

The study focused on the period between 2006 and 2012. This was the period when the Justice, Law and Order Sector (JLOS) implemented the Strategic Investment Plan (SIP) II and launched Strategic Investment Plan (SIP) III. The Justice, Law and Order Sector (JLOS) also set up a

backlog reduction programme to enable the Judiciary dispose of cases which had stayed for over two years and above without being completed. The study was carried out between August 2012 and August 2013.

1.9. Significance of the Study

The Judiciary may benefit from this study as it will be able to adopt some of the recommendations of the study to suit its reward and recognition programmes. Understanding of reward management and motivation systems will be very important in the motivation and effective performance of the Judiciary's human assets.

Government departments and other corporate organisations will gain a lot from the study as there is not a lot of information documented on reward management and its effect on performance of government departments.

The report may also contribute to body of knowledge in academic research on reward management and performance.

1.10. Justification of the study

The study contributes ideas in terms of reward management and organizational performance, specifically for the Judiciary. Reward management in this context includes reward policies, total reward and performance management. Rewards are determined in line with reward policies which emphasize consistency, market rate analysis, equity and transparency after assessing an employee's performance and communicating feedback (Armstrong, 2007) on areas for

improvement or otherwise. The aim is to learn from the different models and then duplicate the one that suits the Judiciary.

1.11. Operational Definition of Terms and Concepts

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

Reward Processes: For purposes of this study refers to assessing individual performance using performance management as a tool.

Performance: The job related activities expected of a worker and how well those activities were executed. For purposes of this study, performance will be outputs of employees of the Judiciary as measured against intended outputs (goals and objectives).

Motivation: It is the process of stimulating people to actions to accomplish the goals.

Performance Management: A means of getting better results from the organisational teams and individuals by understanding and measuring performance within an agreed framework of goals, standards and competence requirements and providing feedback on performance.

Market rate analysis: It is the process of comparing the rates of pay in an organisation with other organisations.

Basic pay: Pay received without taking into account any additional benefits or bonuses.

Job enrichment: It involves providing an employee with more responsibility for a job and challenges the individual's skills at work.

Recognition: It is the acknowledgement of an individual or team's behavior, effort and accomplishments that support the organization's goals and values.

Responsibility: This refers to the employee's control over his or her own job or being tasked with being accountable for the work of others.

Achievement: This includes the personal satisfaction of completing a job, solving problems, and seeing the results of one's efforts

Autonomy: The degree to which a job provides an employee with the discretion and independence to schedule their work and determine how it is to be done.

Growth: This includes actual learning of new skills, with greater possibility of advancement within the current occupational specialty as well as personal growth.

Backlog: Cases which have stayed for two years in courts without being heard.

Extrinsic Rewards: For purposes of this study will refer to rewards that arise from outside the job itself such job security, working environment, salary, allowances, benefits, bonuses, organization policies, supervision.

Intrinsic Rewards: For purposes of this study will refer to non-financial rewards that directly relate to the job such challenging and interesting work, recognition, achievement, growth, advancement.

Judiciary: For purposes of this study will mean the Courts of Judicature of Uganda including the Supreme Court, Court of Appeal, High Court and Magistrates Courts.

Mediation: The process by which a neutral person facilitates communication among parties to a dispute and assists them in reaching a mutually agreed resolution.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

This chapter presents a theoretical review, actual literature review on reward management and performance of the Ugandan Judiciary. This is followed by a review of related literature on reward policies and performance, total reward and performance, reward processes emphasizing performance management; and performance of the Ugandan Judiciary and a summary of the literature reviewed. The literature reviewed is presented in the order of the study objectives.

2.2. Theoretical Review

Theories are commonly grouped either according to the nature of theories or their chronological appearance (Saif, Nawaz, Jan, & Khan, 2012). (Shajahan & Shajahan, 2004) noted that there are content theories (Maslow's Hierarchy of Needs, Herzberg's Two-factor Theory, Theory X and Y, Alderfer's ERG theory and McClelland's theory of needs) and Process theories (Behavior Modification) Cognitive Evaluation theory, Goal setting theory, Reinforcement theory, Expectancy theory and Equity theory) (Saif, Nawaz, Jan, & Khan, 2012).

According to (Luthans, 2005) there are content theories (Needs Hierarchy, Two-factor theory and ERG theory); Process theories (Expectancy theory and Porter & Lawler Model); and Contemporary theories (Equity, Control and Agency theories). While Stephen P. Robbins (2005) uses chronology and categorizes the theories into early theories (McClelland's theory of needs, Goal setting theory, Reinforcement theory, Job design theory (job characteristics model), Equity

theory and Expectancy theory). It is however notable that content and process theories have become standard classification (Saif, Nawaz, Jan, & Khan, 2012).

Content theories focus on what motivates; understanding the cognitive processes that act to influence behavior; whereas process theories look at how we come to be motivated or not by examining links between our expectations (including equitable treatment) and behavior (French, Rayner, Rees, & Rumbles, 2011). Given that human behavior consists of ‘understanding – cognitive’ and the same translated into action (verbal and/or physical) therefore researchers have either theorized on the basis of cognitive levels of motivation or behavioral (physical) levels of motivation (Saif, Nawaz, Jan, & Khan, 2012). The role of theories is to provide a means of classifying significant and pertinent knowledge (Wehrich & Koontz, 1999).

However, of the models available there are strengths and weaknesses, as well as advocates and critics; and though none of them is perfect each of them adds something to understanding the motivational process (Saif, Nawaz, Jan, & Khan, 2012). Luthans (2005) and Robbins (2005) in the *Interdisciplinary Journal of contemporary research in business* (2012) assert that most of these theories are generated in USA, making them more closely related with the American culture and since cultures differ, there are different meanings and prioritization of needs with the change in cultures.

This section discusses the theories that relate to reward management and performance. Specifically, it is based on Herzberg’s Two-Factor Theory. Herzberg used the critical incident technique to identify factors that made employees feel exceptionally good or exceptionally bad about their jobs. Responses were generally consistent, and based on them; Herzberg developed

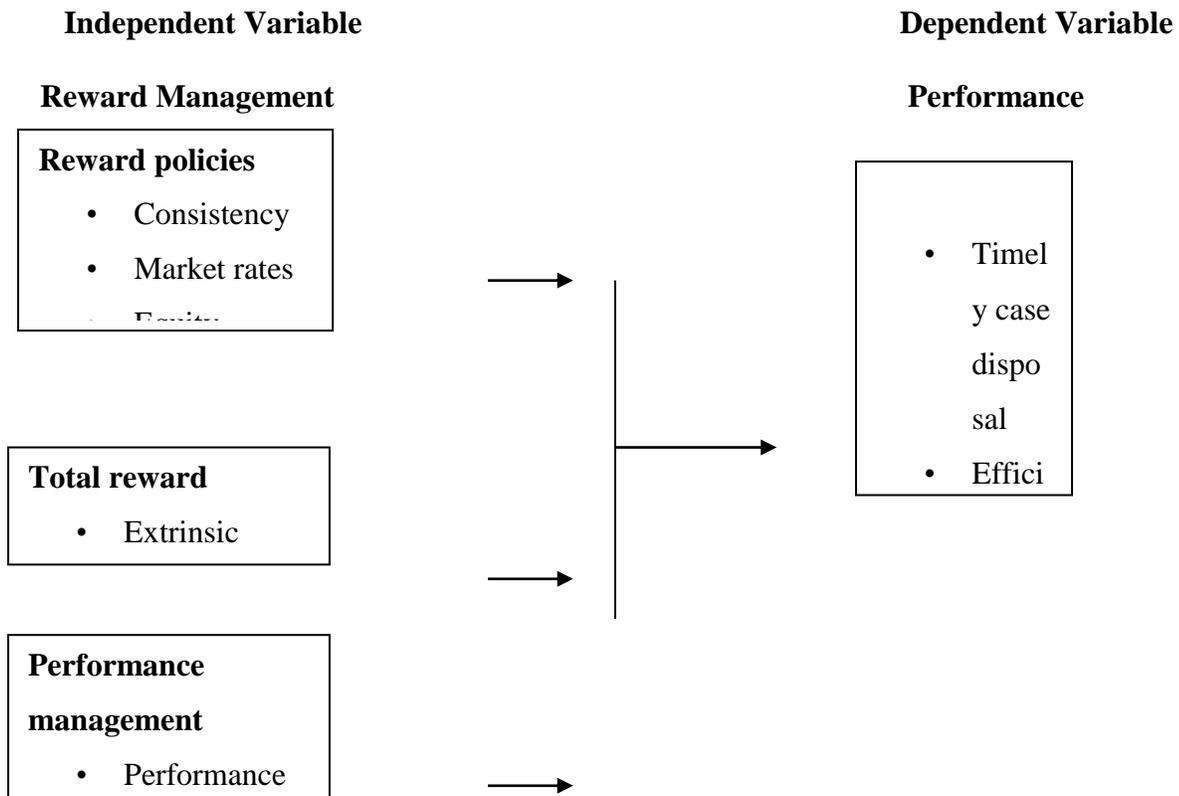
the two-factor theory of motivation, identifying two sets of factors that influenced motivation and job satisfaction; he called the one set of factors hygiene factors and the other motivators (Nel, et.al, 2003). Hygiene factors also known as maintenance factors do not motivate. If they are inadequately met, they cause dissatisfaction but if adequately met, the employee is neither dissatisfied, nor satisfied, but feels neutral about his/her job. A dissatisfied employee cannot be motivated. It is therefore important that management first gives attention to hygiene factors before they introduce motivators into the employee's job (Nel et. al., 2003). If a secretary's computer is out of order, she becomes dissatisfied and complains. On the other hand, one does not hear a secretary say: "I really love my job; my computer is working well and is not giving me problems". This means extrinsic rewards like good work equipment is taken for granted; so are fair pay, equitable benefits, and good working conditions (Nel et. al., 2003).

According to Herzberg, the answer to the motivation problem lies in the design of work itself. He emphasized the need for achievement which results in psychological growth and can be gained at the work places through job content. It is the job enrichment that results in motivation and makes effective use of employees. Motivation is a function of growth from getting intrinsic rewards out of interesting and challenging work (Laakso, 2012).

Critics of Herzberg's theory however argue that the sample of employees in his study is not representative of all workers. Others argue that it is natural for people to take credit for satisfaction but blame dissatisfaction on external factors (Loiseau, 2011). Okoije (2009), posits that in developing countries where people are still concerned with satisfying lower level needs such as job security and good salary (extrinsic), Herzberg's theory that intrinsic factors are motivators is contradicted. This, she argues is due to high unemployment levels in developing

countries that create fear of losing one's job. A study conducted by Adelebu (2005) on teacher motivation and incentives found that teachers were de-motivated and dissatisfied with living and working conditions because of the low salary compared to other professionals (Amzat & Idris, 2012). In a study among educators in colleges in southern Nigeria, Akpofure, Ikhifa, Imide and Okokoyol (2006) found similar results in terms of salary. In Zimbabwe, a study by Chimanikire, Matandwa, Gadzirayi, Muzondo and Mutandwa (2007) a majority of academic staff were overwhelmed with inadequate salaries and allowances.

2.3. Conceptual frame work



Source: Modified from Armstrong (2006)

Figure 1: Conceptual Framework showing Relationships between Reward Management and Performance

The conceptual framework in Figure 1 above illustrates the relationship between reward management (independent variable) and performance (dependent variable). Reward management in this case is made up of reward policies which should look at consistency, market rates, equity and transparency in the rewarding process; Total reward made up of extrinsic and intrinsic means of rewarding; Reward processes include performance management as tool used for assessing performance and communicating feedback on performance which enables the determination of appropriate reward. In providing financial rewards, consideration is made of the market rates to determine basic pay, allowances and benefits. Non-financial rewards in the form of recognition, responsibility, quality of work life, training, and growth opportunities can be provided. Reward processes include performance management to assess individual performance which can then be rewarded by both extrinsic and intrinsic means. Performance is a result of the satisfaction derived when employees are motivated to achieve the desired goal of the Judiciary; in this case; disposal of cases with efficiency and effectiveness.

Herzberg's Two-factor theory explains that the set of factors that are responsible for getting employees satisfied are motivators. The set of factors that are responsible for keeping employees from getting dissatisfied are hygiene factors. Motivators can motivate employees while hygiene factors do not. Motivators directly relate to the job and hygiene factor do not directly relate to the job itself (Hassan, 2011). Understanding these two factors and implementing them in a reward system gives us two different kinds of rewards; intrinsic and extrinsic rewards. Intrinsic rewards fulfil motivators, thus motivate; while extrinsic rewards fulfil hygiene factors (Hassan, 2011).

To be effective, a reward system must recognise the fact that both extrinsic and intrinsic rewards are sources of motivation. Extrinsic rewards are usually financial in nature, are the tangible

rewards given to employees by managers such as pay, allowances, bonuses and benefits. They are called extrinsic because they are external to the work itself and other people control their size and whether or not they are granted. Intrinsic rewards are psychological rewards that employees get from doing meaningful work and performing it well (Hassan, 2011).

To ensure that the reward system is effective and motivates the desired behaviours, it is essential to consider carefully the rewards and strategies utilized and ensure the rewards are linked to or based on performance (Hassan, 2011). Any performance measurement system tool must be tied to some sort of reward. Rewarding performance should be an ongoing managerial activity, not just an annual pay-linked ritual.

2.4. Reward Policies and Performance of the Judiciary

The real success of organizations originate from employees' willingness to use their creativity, abilities and knowledge in favor of the organization and it is the organization's task to encourage and nourish these positive employee inputs by putting effective reward practices in place. To this end, the rewarding is aimed at being fair, equitable and consistent on account of the particular employee's value to the organization that is in question (Armstrong, 2007). Carefully thought out reward policies can be related closely to the specific needs of the organization and its employees rather than to the entire national workforce (Stumpt, Tymon, Favorito, & Smith, 2013).

The Equity Theory by Adams (1965) deals strongly with the aspect of organizational justice in terms of equitable rewards. According to this theory employees expect rewards that are not only equitable to their own inputs, but also equitable to the rewards that other employees with similar inputs receive. If employees experience inequity, they direct their behaviour towards creating

equity (Nel, et.al, 2003). When rewards are not equitably allocated to a team, it can lead to reduced performance (Niki, Nili, & Nilipour, 2012). Mujtaba (2010) asserts that if the organization and the employee view the reward differently then what is given and received is perceived by either or both parties to be inequitable. Equity is very important to employees and they expect fair and just treatment in relation to employment (Sirota, Mischkind, & Meltzer, 2005) . In a study of Taiwanese high performing organizations, (Huang, 2000) concluded that high performing organizations perform better because they emphasize equity when designing their reward systems. According to www.reliableplant.com, Joe Kraus stated that “Nothing demotivates people like the equal treatment of unequals”. It further states that consistency means treating all employees equally. Fairness mean treating each employee appropriately and individually based on the circumstances and contribution of that employee.

Traditional methods of running organizations have changed and will probably continue to change with the pace at which the workforce is changing. It is therefore important to design new and flexible reward practices that can positively match the changing work environment (Mujtaba & Shuaib, 2010).

2.5. Total Reward and Performance of the Judiciary

Armstrong (2006) defines total reward as a combination of financial and non-financial rewards made available to employees. WorldatWork (2007) define total reward as all of the tools available to the employer that may be used to attract, motivate and retain talented employees – everything the employee perceives to be of value in the employment relationship.

Financial rewards (extrinsic in nature) are non-job related such as basic pay, allowances, benefits, bonuses. These are indeed effective in rewarding employees since money matters to most of us and it motivates us because of the symbolic and instrumental value it bears (Laakso, 2012). According (Loiseau, 2011); (Jiang, Xiao, Qi, & Xiao, 2009); (Kohn, 1993) and (Hassan, 2011) financial rewards create temporary compliance meaning that money motivates us as long as we get another pay increase. Once a pay increase is received it motivates for a short period of time until motivation is again declined and employees start to wait for another pay increase. Bilal (2012) is of the view that salary must be consistent with present socio-economic conditions and the salary earner has to cope within society with such salary. He contends that if one's salary is unable to meet such costs, then they may be compelled to look elsewhere for such earning and so would not be able to concentrate on the job.

Intrinsic rewards act as a better means of motivation than extrinsic rewards and performance is positively associated with a combination of both (Kominis & Emmanuel, 2005). Stumpt, et.al (2013) contend that intrinsic rewards are based on the employees' feeling of being valued; employees perceive a sense of self-worth, get energized to increase their effort hence are greatly motivated, which in turn makes work more fulfilling, leading to high performance. Non-financial rewards in form of recognition, responsibility, autonomy, achievement, health insurance, flexible work arrangements, career development and opportunity for growth; can be as meaningful as money, and are sometimes more appreciated. The environment within which employees work determines their level of satisfaction (Salmond, 2006).

Dartey-Baah and Amoako, (2011) opine that managers in African organisations perhaps because of societal norms and expectations, emphasise bureaucratic practices with total reliance on rules

and regulations that employees obey without questioning or offering constructive criticisms. Such environment alienates the employees from both their jobs and the organisation, compelling them to direct their behaviour towards meeting their personal needs instead of organisational needs.

Promotion prospect, leaving a legacy, gaining respect in society are powerful mechanisms that can be used to improve judicial performance (Zajc & Kovac, 2011). Recognition is one of the most powerful motivators and it is necessary because people need to know not only how well they have achieved their objectives, but also that their achievements are appreciated. Praise is probably the most common way of giving recognition, but there are other forms of recognition such as long service awards, status symbols of one kind or another, work-related trips abroad, all of which can be part of the total reward process. It is important that supervisors recognise the value and importance of sincerely thanking employees verbally and/or in writing for their contributions (Laakso, 2012).

Job enrichment in form of challenging work assignments can provide employees with opportunities to develop new skills expand their knowledge and increase their visibility within the organisation. It also sends an important message that employees' contributions are recognised and valued. People need to be made responsible for their own work and to be rewarded accordingly (Laakso, 2012).

Professional growth and development opportunities may also be provided through involving employees in educational programmes or other activities that expands their skills and knowledge. The need to achieve applies in varying degrees to all people in all jobs. Therefore people feel

rewarded and motivated if they have the scope to achieve as well as being recognized for achievement. Many people now regard training as a key element in the overall reward package (Armstrong, 2007).

According to (Simmering, 2012) autonomy given to employees, teams and managers to have discretion and independence to schedule their work and determine how it is to be done, increases job satisfaction and in some cases motivation to perform the job. However, too much autonomy can lead to dissatisfaction for workers who prefer directions from managers while performing their jobs. Some employees may believe that they have authority somewhat equal to that of their supervisors. Increased autonomy in the organisation may also create disparity among units through different work practices and rules. Therefore a certain amount of oversight is necessary in organisations to prevent wrong doing that may go unnoticed when there are high levels of autonomy (Simmering, 2012). Stumpt et. al. (2013) posits that employees who are empowered with choice might begin to assume their capabilities to make important decisions exceed their current positions' expectations. Tymon (2010) on the other hand, is of the view that "when people experience meaningfulness, choice, progress, and competence in their work, they report that work is intrinsically motivating, express more work satisfaction and are less likely to leave the organisation".

2.7. Reward Processes and Performance of the Judiciary

According to Armstrong (2006:625), reward processes are include assessing individual performance using performance management as a tool. He contends that performance

management is an important part of the reward system through the provision of feedback and recognition and identification of opportunities for growth.

Mujtaba (2010) contends that performance management is a means of ensuring that employees' activities are aligned with the organizational mission, vision and goals. According to Armstrong (2006), it is a continuous and flexible process which involves managers and those whom they manage acting as partners within a framework that sets out how they can best work together to achieve the required results.

Burney, Henle, and Widener (2009) posit that aligning reward systems to a strategic performance measurement system increases the feeling of fairness employees have toward the reward system. When performance is fairly assessed and results used as a basis for rewarding employees, it portrays that the organisation's most valued employees are motivated by incentives that are fair and directly related to their contributions. Recognizing individuals for strong performance has a significant effect on increasing employee performance (Berggren & Bernshteyn, 2007). Feedback enables employees to improve on their weak areas and build on their strengths; therefore it should be presented in such a way that it results in improved performance, better morale and improved productivity.

Behn (2005) notes that the problem with performance management is that managers implement systems with rules and regulations and then leave it to run, rather than take a hands-on operational approach, and use leadership skills to motivate people to produce more or consequential results that are valued by all. Supervisors commonly misconceive behaviours and activities are the same as result.

Performance management focuses on future performance planning and improvement rather than retrospective performance appraisal. As opposed to performance appraisal which is a formal assessment and rating of individuals by their managers, at usually, an annual review meeting, performance management is a continuous and much wider, much more comprehensive and more natural process of management that clarifies mutual expectations, emphasises the support role of managers (Armstrong, 2006). However, according to (Brennan, 2006) and (Weise, 2008) performance appraisal, despite being an unpleasant, complicated and painful process, offers a means of evaluating employee behaviours and accomplishments. Appraisal offers opportunity to the staff and their managers to dialogue and obtain feedback on performance. After the dialogue, several steps are put in place in order to obtain the required information to determine whether reward should be given to encourage good performance or correctional measures be taken to improve poor performance (Mpanga, 2009).

2.9. Summary of the Literature Review

As can be seen from the literature, extrinsic rewards, are taken for granted by employees. Their absence causes dissatisfaction. Employees will only demand for more. On the other hand, non-financial rewards (intrinsic in nature) give employees a sense of accomplishment and they feel their efforts are recognised and appreciated by the organisation. A fair mix of both intrinsic and extrinsic rewards based on the principles of fairness, equity and transparency, brings motivation and satisfaction which ultimately leads to better performance. Reward processes including performance management as a tool for assessing individual performance provide a means of measuring performance and providing feedback so that high performance is appropriately

rewarded. However, there are studies which have come up with contradicting results as to the kind of rewards that are most valued by employees in their different settings.

CHAPTER THREE

METHODOLOGY

3.1. Introduction

This chapter explains the approaches the researcher used to get information on the research problem and it includes the research design, study population, sample size and selection, sampling techniques and procedure, data collection methods and instruments, procedure of data collection, data analysis and measurement of variables.

3.2. Research Design

The study adopted a case study research design using both quantitative and qualitative research methods (mixed methods). Burns (2000) argues that case studies are focused on circumstantial exclusivity. Qualitative techniques were used to come up with conclusions on variables that could not be measured quantitatively while quantitative techniques facilitate establishing values attached to numerical variables. Sarantakos (1998) acknowledges that a combination of two techniques increases the quality of research because results from each technique reinforce the other for consistency. This also offers deeper insight into the study that any single method could not achieve leading to more reliable information.

3.3. Study Population

The study population included employees of the Judiciary at High Court, Kampala comprising Judges, registrars, magistrates, administrators, accountants, IT specialists, secretaries, court

clerks and process servers. All these totaled up to 158 as indicated by the Judiciary Personnel department.

3.4. Sample size selection

A sample is a collection of some elements of a population (Amin, 2005). Sampling techniques provide a range of methods that enable one to reduce the amount of data needed to be collected, by considering only data from a sub-group rather than all possible cases or elements (Saunders et.al., 2000). Sample size was determined using stratified sampling, purposive sampling and simple random sampling techniques. A total of 131 respondents were selected for the study. These were chosen from the Judiciary department at High Court, Kampala as shown in the table below:

Table 1: Category of respondents

S/No.	Category	Target population	Study Population	Sample size	Sampling technique
1.	Hon. Judges	42	15	15	Stratified sampling
2.	Registrars	20	20	19	Simple random sampling
3	Magistrates	5	5	5	Purposive sampling
4	Administrative staff	120	120	92	Simple Random sampling
	Total	187	158	131	

Source: *Judiciary Personnel Section.*

3.4 Sampling Techniques/Procedures

The following sampling procedures were used by the researcher to select the sample while in the field:

3.4.1. Stratified Random Sampling

Stratified random sampling was used to select a sample of 15 Judges from a total of 42 Judges of the High Court consisting of 12 female Judges and 30 male Judges since not all the 42 Judges worked at the High Court in Kampala. This was to ensure that the sample was represented in the same proportion that they exist in the population (Amin, 2005).

3.4.2. Purposive Sampling

A purposive sample is often used when working with very small samples and when one wishes to select cases that are particularly informative (Amin, 2005); (Neuman, 2000). The researcher purposely chose 5 Magistrates working at the High Court because of their small number.

3.4.3. Simple Random Sampling

Simple random sampling technique was used by Krejcie and Morgan (1970) technique of sample size determination to select from the bigger number of employees which include, administrators, IT specialists, secretaries, court clerks and process servers, to have a manageable sample for the study, because of their large population (Amin, 2005). This produced a representative sample of 92 employees since the study population was homogeneous with respect to characteristics of employees of the Uganda Judiciary countrywide.

3.5 Data Collection Methods

Data was collected using questionnaire survey method and interview method in order to get reliable information on reward management and performance of the Uganda Judiciary.

3.5.1 Questionnaire Survey Method

A questionnaire was formulated using a set of 32 questions to obtain important background information on reward management and performance, basing on the fact that the variables such as views, opinions, perceptions and feelings of the respondents could not be observed (Amin, 2005). The questionnaire was also used as it was less expensive for data collection (Sarantakos, 1998); (Amin, 2005). The questionnaire was administered by delivering them to the selected respondents at High Court, Kampala.

3.5.2 Interview Method

Interviews helped the researcher gather valid and reliable data that was relevant to the research questions and objectives. The respondents were interviewed face to face to obtain in-depth information on reward management and performance. According to Saunders, et al. (2000), the interview approach provides the opportunity for the respondents to receive feedback and personal assurance about the way in which information provided was used.

The interviews were structured to comprise a set of issues on which the researcher wished to draw data and the same questions were posed to the respondents using a guide to conduct the interviews. In-depth interviews were used because it made easy to fully understand respondents' expressions or experiences, and also learn more about their answers to questionnaires.

During the interviews, focus was on active listening and maintaining a comfortable atmosphere that allowed the respondents to freely express themselves. Each interview session lasted between 20 to 30 minutes. The interview guide helped the researcher to remain on track and directed the flow of the interviews. The interviews enabled the researcher obtain in-depth data that was not possible to get using questionnaires (Mugenda & Mugenda, 2003).

3.6 Data Collection Instruments

3.6.1 Questionnaire

A questionnaire was formulated using a written set of 32 questions that was used to obtain important information about the study from the study population. The Likert scale questionnaire was used due to its simplicity and ease of administration, coding and analysis of data. The Likert scale consisted of: 5= Strongly Agree, 4= Agree, 3= Not Sure, 2= Disagree and 1= Strongly Disagree. Questionnaires enable information to be obtained fairly, easily and the questionnaire responses are easily coded (Amin, 2005).

3.6.2 Interview Guide

An interview guide was used to conduct face to face interviews with the respondents to allow them further express themselves in a more detailed way and to compliment the results from the questionnaire. Dominant themes were identified and the researcher came up with statements of meaning and interpretation in relation to the research questions (Lodico, Spaulding, & Voegtler, 2010).

3.7 Validity and Reliability of Instrument

3.7.1 Validity

Validity is the ability to produce findings that are in agreement with the theoretical or conceptual values (Sarantakos, 1998). To ensure content validity, the data collection instruments were constructed in such a way that they had an adequate number of items and each item or question on the scale had a link with the objectives of the study and covered a full range of issues that were measured. With the interviews the researcher used simple language and clear instructions appropriate to the respondents in the interviews. Questions were re-phrased to ensure consistency in responses of the participants. The instruments were pre-tested using a sample of respondents who were later excluded from the study. The Content Validity Index (CVI) was used to ensure clarity, simplicity and relevance of the questions. For a tool to be acceptably valid, the average CVI index should be 0.7 or above (Amin, 2005). The instrument was rated by two technical people as to its validity as shown in the table below:

Table 2: Content Validity Index

Rater	Relevant	Not relevant	Total
Rater 1	28	4	32
Rater 2	27	5	32
Total	55	9	64

Source: *primary data*

$$\text{CVI} = \frac{\text{No. of items considered relevant by 2 raters}}{\text{Total No. of items rated by 2 raters}} = \frac{55}{64} = 85.9$$

Total No. of items rated by 2 raters

CVI was 86%. Therefore, the instrument was considered suitable for data collection since an average index 0.7 or above is acceptable for a tool to be acceptable in data collection (Amin, 2005).

3.7.2 Reliability

Reliability is the ability of the instrument to produce consistent results (Sarantakos, 1998). A pre-test was done in order to establish the fitness of the instruments in the study. Reliability of the instrument was tested using Cronbach's Alpha (coefficient of reliability). A coefficient of reliability of 79% confirmed that the instrument was fit for use. The results of the pre-test showed that the questions needed to be adjusted (Sarantakos, 1998).

Table 3: Reliability Statistics of the Instrument

Reliability Statistics

Items	Cronbach's Alpha	N of Items
Reward policies (RP)	.793	8
Total reward (TR)	.918	8
Performance management (PM)	.583	8
Performance of the Judiciary (P)	.858	8
Average	.788	32

Source: *primary data*

$$\text{Cronbach's Alpha} = \frac{\sum \text{RP+TR+PM+P}}{4} = \frac{0.793+0.918+0.583+0.858}{4} = 0.788$$

3.8 Procedure of Data Collection

A letter of introduction was obtained from Uganda Management Institute. A pre-test of the data collection instruments was conducted with 9 respondents to get their validity and reliability (the results are included as **Appendix 5** in the appendix section). The instruments were then edited to include the lessons learnt from the pre-test exercise. The researcher then proceeded to administer

the questionnaires to the respondents and conduct interviews.

3.9 Data Processing and Analysis

3.9.1. Quantitative Data

Data from the questionnaires were edited, coded, entered for consistency and easiness and later analyzed quantitatively using Statistical Package for Social Scientists (SPSS) version 20. Descriptive statistics was used to present data on background information of the respondents in form of tables, pie charts and bar graphs. Results of responses to statements of the extent to which the respondents agreed, disagreed or where not sure are presented in tables with corresponding percentage scores and mean scores. This was presented objective by objective. Correlation was used to establish the relationship between reward policies and performance, total reward and performance, reward processes and performance and finally, reward management and performance of the Ugandan Judiciary. Regression analysis was done to examine the extent to which reward policies affect performance, to find out how total reward affects performance, to find out how reward processes affect performance and how reward management affects performance of the Ugandan Judiciary using as a case study of High Court, Kampala.

3.9.2. Qualitative data

In qualitative analysis, content analysis was used to edit the data from interviews and reorganize them into meaningful shorter sentences. Direct quotes were used to present responses that required particular note. Questions were posed to the respondents to validate the answers and ensure that they were consistent. These were presented according to corresponding variables;

reward policies, total reward, performance management and performance of the Judiciary. The responses were arranged according themes and used to supplement the quantitative data in order to have a clear interpretation of the results. The respondents were given codes from R1 to R12 instead of using their titles or names.

3.10 Measurement of Variables (Quantitative Studies)

The variables were measured by operationally defining concepts. For instance the questionnaire was designed to ask responses about reward management and performance. For this study, a five point likert scale was used consisting of: 5= Strongly Agree, 4= Agree, 3= Not Sure, 2= Disagree and 1= Strongly Disagree to measure both the independent and dependent variables. Sarantakos (1998) argues that likert scales have a high degree of validity and reliability.

3.11 Ethical Considerations

Permission to do the study was sought from Uganda Management Institute. The researcher also sought permission from the Judiciary management and consent of the respondents to conduct the study. Strict confidentiality was observed. Names of study participants were not recorded on questionnaires and interview guides. Filled questionnaires were kept under lock and key where only the researcher had access to the keys to ensure safety and confidentiality. On completion of the study the questionnaires were burnt.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS

4.1. Introduction

This chapter presents the results, analysis and interpretation of the findings on the study of reward management and performance of the Ugandan Judiciary at the High Court, Kampala.

4.2. Response rate

The study was conducted using a sample of 131 respondents including 15 Judges, 19 registrars, 5 magistrates and 92 administrative staff made up of administrators, Accountants, IT specialists, secretaries, clerks and process servers. Out of the 131 questionnaires distributed, 103 were returned by the respondents, 12 respondents participated in the interviews giving a total of 115 hence; a response rate of 88%. According to Amin (2005) a response rate of 50% is adequate but 70% and above is good. Babbie, (2010) also puts 70% response rate as good. The response rate per category of respondents is summarized below:

Table 4: The response rate from questionnaires

Categories of respondents		Sample size	Response rate(questionnaires)	Percent
	Judges	15		73.3
	Registrars	19	10	52.6
	Magistrates	5	5	100
	Administrators	20	19	95
	Accountants	10	5	50
	IT Specialists	12	9	75
	Secretary/Clerk/Process Server	60	44	73.3
	Total	131	103	78.6

Source: *primary data*

Table 5: Response rate from interviews

Category	Number
Judge	1
Registrars	2
Magistrates	2
Administrators	2
Secretary	1
Clerks	3
Records Assistant	1
Total	12
<i>Percentage</i>	<i>9.1%</i>

Source: primary data

4.3. Results on Background Characteristics of Respondents

In the following section results on the background characteristics of respondents showing age of respondents, gender, religion, category, years of service and terms of employment are presented.

4.3.1 Age of Respondents

This section presents the age of the respondents indicating the frequency and percentages. The table below illustrates the age categories starting at 20 to 29, 30 to 39 years, 40 to 49 years, 50 to 59 years up to 60-69 years.

Table 6: Age of Respondents

	Frequency	Percent
"20-29"	20	19.4
"30-39"	21	20.4
"40-49"	41	39.8
"50-59"	19	18.4
"60-69"	2	1.9
Total	103	100.0

Source: primary data

According to the above table, a majority of the respondents were between the ages of 40 to 49 years constituting 39.8%. This means their preferences, attitudes towards work, and motivation change over time in the cycle of each individual working life. At this age also, people have more responsibilities, have more pressing needs with diverse expectations hence tend to work hard to bring out their potential. They are able to perform their duties to their full capacities. Therefore, if well rewarded, they tend to get motivated to increase their levels of output hence better performance will be realized.

4.3.2. Gender of Respondents

This section shows the gender of the respondents as being comprised of male and female as illustrated in the figure below:

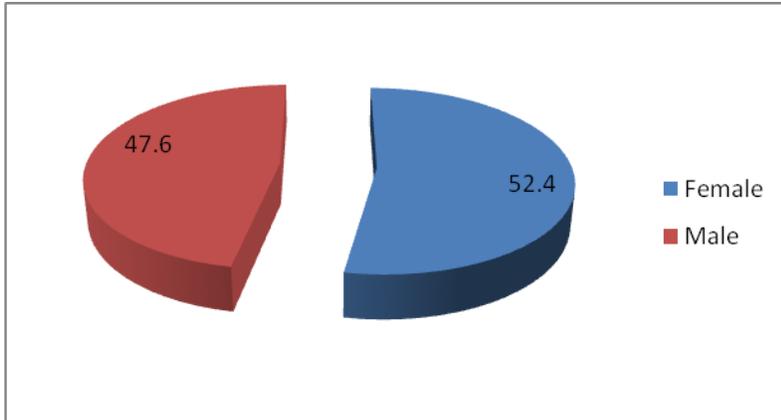


Figure 2: Gender of Respondents

Source: primary data

Figure 2: Figure illustrating the Gender of the Respondents

The above chart indicates the gender of respondents. The majority of the respondents were female constituting 52.4% while the male constituted 47.6%. This means that if policies are put in place that recognizes the role of women and they are well rewarded the Judiciary could win their loyalty and commitment which could lead to better performance. Females tend to devote their time to complete tasks before them as opposed to males. Female managers are being seen in positive terms as being participative, democratic leaders and are believed to exhibit more transformational leadership than their male counterparts. If these qualities are exploited by the organization, it could result in a strong management team and a committed work force to drive the organization to realize better performance.

4.3.3. Religion of the Respondents

This section shows the religion of the respondents as being Islam, Catholic, Protestant and others. The frequencies and corresponding percentages are illustrated in the table below:

Table 7: Religion of the Respondents

	Frequency	Percent
Islam	5	5.9
Catholic	32	31.1
Protestant	55	53.4
Others	11	9.6
Total	103	100.0

Source: primary data

The above table shows the religion of the respondents. A majority of the respondents were Protestants constituting 53.4%, Catholics 31.1%, other denominations formed 9.6% and Muslims formed a minority of 5.9%. This means most of the employees are Christians and Muslims form a small percentage. The implication is that Christians, who are the majority of the respondents, are the ones who are affected issues of rewards in the Judiciary.

4.3.4. Staff Category

This section shows the categories of staff in the Ugandan Judiciary as being comprised of judicial and non judicial staff. The figure below illustrates the categories in terms of frequencies and percentages:

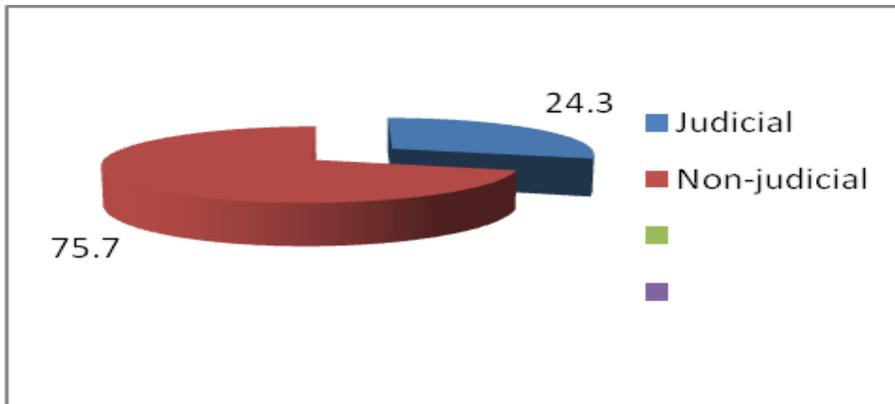


Figure 3: Staff Category

Source: primary data

Figure 3: Figure illustrating Staff Category

The above table shows categories of the respondents. The non-judicial category formed a majority of 75.76% of the respondents while the judicial staff formed 24.3% of the respondents. This means that the majority of employees of the Judiciary are not judicial officers but administrative staff who offer administrative support. Since an organization is like a chain that requires each and every part or it to remain together to keep strong, the input of every individual employee ultimately impacts on its performance. It is therefore important that the morale of all categories of staff is kept high in order to win their commitment and loyalty which ultimately translates into improved organizational performance.

4.3.5. Level of Education of the Respondents

This section shows the level of education of the respondents as being comprised of Diploma, Graduate, Post-graduate, Masters and others (below diploma) as illustrated in the table below:

Table 8: Level of Education of the Respondents

	Frequency	Percent
Diploma	20	19.4
Graduate	34	33.0
Post Graduate	19	18.4
Masters	23	22.3
Others	7	6.8
Total	103	100.0

Source: primary data

The above table shows the level of education of the respondents. A majority of the respondents constituting 33% are graduates, followed by 22% who have masters degrees and 18% who have postgraduate diplomas. A minority of 6.8% have other qualifications below the diploma, that is, certificates. This is an indication that a majority of the employees of the Judiciary are highly educated, meaning that they possess various skills, knowledge and capabilities. Therefore, if the knowledge and skills of these employees are nurtured and put to good use through job enrichment and job rotation, there could be an immense increase in their productivity and the performance of the Judiciary. However, there is a possibility that some employees are over qualified for their positions implying that they could have very high expectations in terms of rewards in order to perform their duties well.

4.3.6. Years of Service of the Respondents

This section shows the years of service of the respondents categorizing them into those who have been in service for between 0 to 5 years, 6 to 10 years, 11 to 15 years, 16 to 20 years and 21years and above, as illustrated in the table below:

Table 9: Years of Service of the Respondents

	Frequency	Percent
"0-5"	25	24.3
"6-10"	27	26.2
"11-15"	23	22.3
"16-20"	5	4.9
"21-above"	23	22.3
Total	103	100.0

Source: primary data

The majority of the respondents constituting 26.2% have been in public service between 6 to 10 years while the minority of respondents constituting 4.9% has been in public service for between 16 to 20 years. This is due to the fact most of the older employees retire and are replaced by younger employees who could have recently joined the service. The older employees possess the experience which if blended with new skills that come in with the new entrants through proper communication and participative decision making, it would bring about mutual satisfaction hence improve performance of the employees. The older employees would feel that their wisdom is being put to use and the younger employees would feel that they are teaching the older people new knowledge.

4.3.7. Terms of Employment of the Respondents

This section categorizes the respondents according to their terms of employment as those on probation, those employed on permanent terms and those who are employed on contract as illustrated in the figure below:

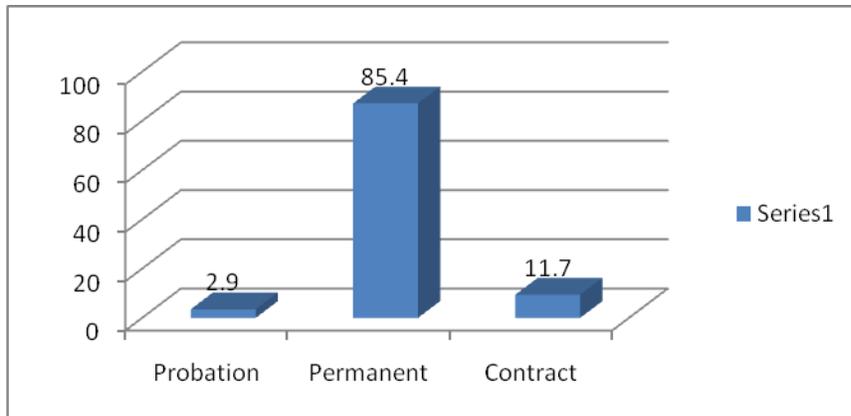


Figure 4: Terms of Employment of Respondents

Source: primary data

Figure 4: Figure illustrating terms of employment of respondents

A majority of the respondents were on permanent terms of employment constituting 85.4% while a minority of 2.9% was on probation. This is an indication that there is job security in the Judiciary since most of the employees are employed on permanent terms. The implication here could be that having a sense of job security may cause a lax in commitment of employees where there is no proper supervision and interaction hence reduction in the levels of performance of employees. However, if the existing job security is blended with other rewards in form of praise, promotions, training, these could improve the productivity of the employees which in turn would lead to improved performance of the Judiciary.

4.4. Empirical Results

This section presents empirical results from the questions posed to the respondents in form of questionnaires, which are supplemented by data from interviews with the respondents on reward policies, total reward, performance management and performance of the Judiciary. The

responses are presented in form of percentage scores indicating the number of respondents (n) and the mean scores. The responses strongly agreed (5) and agreed (4) were merged into agreed (A), not sure (3) to (NS), disagreed (2) and strongly disagreed (1) were merged in disagreed (D). The responses from the interviews are indicated immediately after the quantitative data according to themes. The respondents are assigned codes from R1 to R12 instead of using their titles.

4.4.1. What are the Effects of Reward Policies on Performance of the Ugandan Judiciary?

The table below shows the responses on how respondents agreed, disagreed or were not sure of statements on reward policies.

Table 10: Responses to statements on reward policies

Statements on Reward Policies	A (5+4) (%)	NS (3) (%)	D (2+1) (%)	Mean
The salary I receive is commensurate to my work	11.6 (n=12)	6.8 (n=7)	81.6 (n=84)	2.01
My allowances are worth my input to my job	15.5 (n=16)	6.8 (n=7)	77.7 (n=80)	2.13
I get equitable training opportunities like others at my rank	38.9 (n=40)	14.6 (n=15)	46.6 (n=48)	3.04
Equal opportunities for promotions are given to all staff	12.7 (n=13)	24.3 (n=25)	63.2 (n=65)	2.34
Pay in the Judiciary is good compared to other organizations	11.6 (n=12)	16.5 (n=17)	71.9 (n=74)	2.09
The Judiciary recognition program is good compared to other organizations	32.1 (n=33)	11.7 (n=12)	56.3 (n=58)	2.72
The Judiciary offers better training opportunities compared to other organizations	30.1 (n=31)	11.7 (n=12)	58.3 (n=60)	2.73
The Judiciary recognition of employees is done in a transparent way	26.2 (n=27)	8.7 (n=9)	65 (n=67)	2.44

Source: Primary Data

Key: A= Strongly agree + Agree; NS=Not Sure; D=Disagree + Strongly Disagree;
n=numbers

A majority of 82% of the respondents disagreed to the statement that the salary they received was consistent with their work. This was followed by 11% agreed and 7% were neutral meaning that employees of the Judiciary are not happy with their pay and its implication is that when an employee perceives the effort he/she puts into the job is not equivalent to what he/she receives in terms of reward, performance tends to decline. R1 expressed dissatisfaction with their emoluments stating that:

“A judicial officer awards costs of 50 million in only one case to a lawyer and then has to wait to earn a salary of 2 million shillings at the end of the month. This is demoralizing considering that judicial officers are not even rewarded in any way.”

This is an indication that comparing the earnings of lawyers in private practice with the earnings of judicial officers creates dissatisfaction. This kind of dissatisfaction in turn leads to loss of morale and low concentration which in turn affects the level of case disposal on the part of judicial officers.

A majority of 78% disagreed that their allowances were worth their input to their job; 15% agreed and 7% were not sure, meaning that the employees were not satisfied with the allowances they were paid to perform their duties as well. The respondents interviewed were of the view that salaries and allowances are entitlements and not rewards. R3 expressed that they work for long hours and sometimes even over the weekends and yet they received no additional allowance. However, R11 thought allowances were better compared to other Ministries; he said:

“Compared to other Ministries I have been to, the Judiciary pays better allowances. We get a consolidated allowance of one night, footage allowance and lunch allowance which other Ministries do not pay.”

This could mean that even if the Judiciary paid better allowances as indicated by management, the employees could be perceiving that the allowance were not worth their input to their jobs and perhaps there is nothing to indicate that the allowances also cater for their extra effort into their jobs. Therefore, however much the organization tries to increase the money, the employees will not be motivated and this discontent will eventually translate into low productivity, inefficiency and poor performance.

On the question of whether the employees get equitable training opportunities like others in their ranks, a majority of 47% disagreed, 39% agreed, and 14% were not sure, meaning that there was lack of consistency and equitable training opportunities given to employees. Its implication is that the Judiciary training policy does not support employee growth and advancement that is key to positive performance. On the question of whether the Judiciary offers better training opportunities compared to other organizations, a majority of 58% disagreed, 30% agreed and 12% were not sure. There is a possibility that other organizations provide training opportunities in different ways that the employees of the Judiciary feel are better. R2 in the interviews expressed that judicial staff have more favourable training opportunities than the administrative staff. R4 said,

“I joined the Judiciary in 2009. I have never even attended an induction course. Training is only for Magistrates”

This is could mean that the Judiciary training policy is inconsistent and inequitable. Such statement from an employee is an indication of a feeling of alienation which could lead to disorientation, laxity and increased error rate that ultimately leads to low productivity and hence reduced overall organizational performance.

On the question on whether equal opportunities for promotions are given to all staff, a majority of 63% disagreed, 24% were not sure and 13% agreed. This could possibly be explained by the fact that most employees of the Judiciary are highly qualified. Being highly qualified gives them the feeling that they deserve promotions yet there could be little room for promotions. R5 was of the view that promotional prospects are higher at the lower level but as they got to the upper level of the ladder they get slimmer since they have to compete with other candidates like lawyers, state attorneys and other qualified people to get to the bench. This implies that when the employees wait too long to get promoted they may get frustrated and lose morale which negatively affects their level of performance. Others may even decide to leave the organization in search of greener pastures.

A majority of 56% disagreed with the statement that the Judiciary recognition of employees is done in a transparent way, 32% agreed and 12% where not sure meaning that a majority of employees could be having a feeling that they were not being recognized or if there was any recognition of other employees it was not being done in a transparent way. This could imply a lack of communication on which could in the long run erode employees confidence and trust in the organization, lower their morale and reduce their levels of performance.

The findings indicate that financial rewards in form of salaries and allowances are paid according to salary scales set out according to grades for each job done by the Ministry of Public Service. The Judiciary does not have a system in place to reward their employees. Individual supervisors offer small rewards to their staff at their own discretion. Therefore, the issue of reward policy only applied to the manner in which salaries and allowances are paid. There was concern of inadequate communication between top management and staff on issues of reward, for example employees cited situations when allowances are either reduced or not paid and no communication is made to them in that respect. The judicial officers expressed that their terms and conditions of service were unfavorable compared to other judiciaries in the region as well as other arms of government like parliament.

4.4.2. Correlation of the relationship between reward policies and performance of the Ugandan Judiciary.

The table below illustrates the correlation between reward policies and performance of the Judiciary.

Table 11: Correlation of the relationship between reward policies and performance of the Judiciary

		Reward Policies	Performance
Reward Policies	Pearson Correlation	1	.616**
	Sig. (2-tailed)		.000
	N	103	103
Performance	Pearson Correlation	.616**	1
	Sig. (2-tailed)	.000	
	N	103	103

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

The R value of 0.616 indicates that there is a positive and statistically significant relationship between reward policies and performance of the Judiciary. This means that when there is consistency, equity and transparency in the rewarding process, in comparison with other organizations, increased levels of output will be realized, and there is likely to be improved performance. This implies that a positive change in reward policies is likely to cause a positive change in performance of the Judiciary. However, any negative change in the reward policies will likely lead to create a negative change in performance at the same rate.

4.4.3. The Regression Analysis of Reward Policies and performance of the Judiciary

The table below shows the regression analysis of reward policies and performance of the Judiciary.

Table 12: Regression analysis of reward policies and performance of the Judiciary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.616 ^a	.379	.373	6.61768

a. Predictors: (Constant), Reward Policies

According to the above table the adjusted r value is 0.373 meaning that reward policies explains up to 37% of performance of the Judiciary. However, 63% of performance of the Judiciary is explained by other unknown factors.

4.4.4. What are the Effects of Total Reward on Performance of the Ugandan Judiciary?

The table below shows the responses on how respondents agreed, disagreed with or were not sure of statements on reward total reward.

Table 13: Responses to statements on total reward

Statements on Total Reward	A (5+4)	NS (3)	D (2+1)	Mean
I receive recognition for the work I do	11.6 (n=12)	17.5 (n=18)	70.9 (n=73)	2.25
I have a chance to do interesting work	36.9 (n=38)	15.5 (n=16)	47.5 (n=49)	2.36
I have freedom to use my own judgment	30.1 (n=31)	21.4 (n=22)	48.5 (n=50)	2.29
My salary is satisfactory in relation to what I do	22.3 (n=23)	22.3 (n=23)	55.3 (n=57)	2.58
The basis for payment of allowances is reasonable	15.5 (n=16)	24.3 (n=25)	60.2 (n=62)	2.22
The existing work environment is conducive to my work	28.1 (n=29)	11.7 (n=12)	60.2 (n=62)	2.59
My working hours are reasonable	34.9 (n=36)	7.8 (n=8)	57.3 (n=68)	2.49
My supervisor allows participative decision making	23.3 (n=14)	10.7 (n=11)	66.1 (n=68)	2.45

Source: Primary Data

Key: A=Strongly Agreed + Agreed; NS=Not Sure; D=Disagreed + Strongly Disagreed

A majority of 71% of the respondents disagreed with the statement that they received recognition for the work they do, 12% agreed while 17% were not sure. The implication is that if employees deem that their contribution is not recognized, they do not get satisfaction and therefore are not motivated, which lowers their levels of performance. This feeling could lead to complacency and lack of concentration or even shifting their attention to personal concerns rather than to the job. All the respondents interviewed expressed concern over lack of recognition of their work by their superiors. There was also concern by some respondents that despite working hard, their superiors labeled them as non-performers and the non-performers get the praise instead. They indicated that most supervisors only take note of their mistakes and disregard the good work.

R6 said:

“We are now used to the fact that our pay is low but at least when there is appreciation of the fact that we also contribute to the organization, we get the morale to wake up and come to work. Even merely saying thank you is appropriate”

The perception of lack of recognition in most cases result in high turnover as well which generally affect the smooth operation and effectiveness of the organization. When contributions of others are recognized, it reinforces the kind of behavior we want to see in them. People who feel their efforts are recognized and their work makes a difference are likely to go an extra mile in performing their duties which impacts positively on the organization’s general performance.

R10 had this to say:

“There are people who have served the Judiciary for many years without any bad record and then when they err at one point in time they are penalized, including being interdicted, disregarding the many years of good service.”

This is an indication that there is some sort of job insecurity and lack of recognition of long service. Recognizing long service demonstrates that the organization is a good place to work in and deserving employee loyalty and longevity. When there is perception of having no future in the organization, the employee loses touch with his/her job and instead of taking personal responsibility for the work he/she does, may commit to searching for an area where he/she sees a future. This negatively affects the employee’s and ultimately the organizational performance.

A majority of 48% of the respondents disagreed with the statement that they had chance to do interesting work, 37.% agreed and 15% were not sure. This means that the respondents did not enjoy their work. The implication is lack of concentration and commitment which could lead to absenteeism, late coming and poor performance. R7 said,

“Work becomes interesting when one gets encouragement for whatever effort put in one’s job. It is healthy to receive positive criticism where necessary”

Having a chance to do interesting work enables employees to exploit their potentials and develop new skills which in turn motivate them to increase their levels of productivity and perform their duties better. Positive criticism helps in raising the bar, matching expectations and helping employees to improve their levels of efficiency which in turn translates into improved organizational performance.

On the statement that their salary was satisfactory in relation to what they did, a majority of 56% of respondents disagreed, 22% agreed and 22.% were not sure, meaning that a majority of the respondents were not satisfied with their salary. Interviews with the respondents confirmed that there was concern of poor pay. There was concern of taxes on salaries of administrative staff and yet the judicial officers were exempt from taxes. The implication is that the employees may be compelled to look elsewhere for alternative means of earning additional income hence would not concentrate on the job which in effect lowers their level of performance. That is when we hear of delays in disposal of cases since people have divided attention.

On the question of whether the existing work environment is conducive for their work, a majority of 60% of the respondents disagreed, 28% agreed while 12% were not sure. This could be due to the bureaucratic nature of the court environment with a hierarchical structure where there is strict adherence to rules, regulations and protocol without questioning. R3 interviewed expressed that there was problem of office space and lack of filing cabinets which makes it difficult to keep and retrieve documents. Files are heaped on the floor which makes it difficult to

spot a particular file when needed. The work environment affects employee morale and productivity both positively and negatively. People who work in poorly ventilated offices, with unsuitable furniture, inappropriate lighting, excessive noise, insufficient safety measure, among others, are prone to occupational disease and this affects their level of productivity and performance. At the same time, how well employees relate with their work environment and the organization in general affects their error rate, interpersonal relationships and level of turnover.

A majority of 66% respondents disagreed that their supervisors allowed participative decision making, 23% agreed and 11% were not sure. This could mean that decision making is only vested in the supervisors and employees have no say in decisions that affect them. This could result in lack of trust and confidence in their supervisors. R7 intimated that:

“These are learned people. They know it all and we just do things as we are told.”

The above statement could point to a feeling of alienation. Employees have strong needs for affiliation. Where this is lacking then there could be discontent and lack of vigilance which eventually lowers the levels of efficiency of staff and performance of the organization. Participative leadership may be perceived in terms of respect and fair treatment and may likely generate high level of trust in the supervisor.

4.4.5. Correlation of the relationship between Total Reward and performance of the Judiciary

The table below illustrates the correlation of the relationship between total and performance of the Judiciary.

Table 14: Correlation between total reward and performance of the Judiciary

	Total Reward	Performance
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	Pearson Correlation	1	.326**
Total Reward	Sig. (2-tailed)		.001
	N	103	103
	Pearson Correlation	.326**	1
Performance	Sig. (2-tailed)	.001	
	N	103	103

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

The R value of 0.326 indicates that there is a positive but not so strong relationship between total reward and performance of the Judiciary, meaning that when there is a fair distribution of total reward in terms of intrinsic and extrinsic rewards, performance improves. However, if total reward is unfavorable, performance will tend to decrease. This implies that a positive change in total reward is likely to cause a positive change in performance of the Judiciary. Therefore I reject the null hypothesis (Ho).

4.4.6. Regression Analysis of how Total Reward affects Performance of the Judiciary

The table below shows the regression analysis between total reward and performance.

Table 15: Regression Analysis of Total Reward and Performance of the Judiciary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.326 ^a	.107	.098	4.55005

a. Predictors: (Constant), Total Reward

According to the above table the adjusted r value is 0.098 meaning that total reward explains up to 10% of performance of the Judiciary. However, 90% of performance is explained by other unknown factors.

4.4.7. How do Reward Processes affect Performance of the Ugandan Judiciary?

The table below shows the responses on how respondents agreed, disagreed with or were not sure of statements on performance management.

Table 16: Responses to statements on reward processes

Statements on reward processes	A (5+4) (%)	NS (3) (%)	D (2+1) (%)	Mean
My supervisor helps me plan my work	71 (n=73)	5.8 (n=6)	23.3 (n=14)	3.74
I always discuss my work with my supervisors	55.3 (n=57)	10.7 (n=11)	34 (n=35)	3.44
I am aware of what the organization expects of me	31 (n=32)	6.8 (n=7)	62.1 (n=64)	2.07
I understand the appraisal system used in my organization	27.2 (n=28)	14.6 (n=15)	58.2 (n=60)	2.21
I have ever been promoted on the basis of my performance	43.7 (n=45)	9.7 (n=10)	46.6 (n=48)	3.04
My supervisor informs me that I am making good progress in my work	76.5 (n=55)	5.9 (n=5)	17.6 (n=15)	3.71
I have ever been trained in an area where I found difficulty in my work	68 (n=70)	13.6 (n=14)	26.3 (n=27)	3.01
My supervisor gives me feedback on my work	60.2 (n=62)	13.6 (n=14)	26.3 (n=27)	3.67

Source: Primary Data

Key: A= Strongly Agreed + Agree; NS=Not Sure D=Disagreed + Strongly Disagreed

A majority of 71% of the respondents agreed that their supervisors helped them to plan their work, 23% disagreed, while 6% were not sure. Helping employees to plan their work makes work easier and set targets can be met within reasonable time. It gives them a sense of direction which in turn improves the level of output per employee hence improved organizational performance.

A majority of 55% of the respondents agreed that they always discussed their work with their supervisors, 34% disagreed and 11% were not sure. Discussing work with employees gives them confidence and satisfaction which in turn motivates them to improve performance. However some respondents interviewed indicated that some supervisors allocated work to their subordinates without making follow up on performance. This is an indication of inadequate supervision. Supervisors act as advocates in the employment relationship by providing resources and positive encouragement to enable employees perform their duties better for the success of the organization. When such support is lacking then employees will lose a sense of direction or develop laxity in the performance of their duties hence organizational performance will reduce.

A majority of 62% disagreed that they were aware of what the organization expected of them, 31% agreed, meaning they could have misunderstood the question since employees are expected to understand what the organization expects of them in order to perform their duties to those expectations. If it is not a matter of misinterpretation of the question then it could point to poor communication of organizational objectives to the employees. It could in part be due to the lack of a performance management system in the organization since it is through performance

management that the employee and the organization come to an understanding of what is required to improve performance and how this will be achieved by clarifying and agreeing on expectations.

On the question of whether the respondents understood the appraisal system used in the organization a majority of 58% disagreed, 27% agreed while 15% were not sure. This means that to the employees the appraisal system is some sort of formality which they do not link to performance of their duties. R8 said:

“Appraisal is not for Judges. It is for the support staff.”

Interviews with R11 confirmed that the employees who use the appraisal system put in place by the Ministry of Public Service were Registrars, Magistrates and Administrative staff. He indicated that there is laxity in filling of the appraisal forms with most employees only getting serious when there are opportunities for promotions when these employees fill the appraisal forms in arrears; some up to even 5 years and above. R9 in the interviews confessed that she did not even know how to fill the forms and that others just copy from what their friends had written. R12 expressed that without a performance management system in place for Judges, it is still hard to measure their performance. However, the Justice, Law and Order Sector together with the Judiciary management were in the process of developing a performance enhancement mechanism for all employees of the Judiciary.

A majority of 47% disagreed that they had ever been promoted on the basis of their performance, 44% agreed and 9% were not sure. This means the employees do not see a path for growth in their careers through promotions on the basis of their performance. Promotion on the basis of

performance could encourage them to work harder to improve their performance with the hope that hard work would yield prospects for promotions. R7 indicated that there is no automatic promotion on the basis of performance. When a post falls vacant it is advertised and people compete for it.

On the statement of whether their supervisors gave them feedback on their work, 60% of the respondents agreed, 26% disagreed and 14% were not sure, meaning that a majority of supervisors inform their employees of whether they are doing their jobs rightly or wrongly to enable them increase their input hence improve performance. The implication could however be on the manner in which feedback is given. Respondents interviewed expressed that there was poor communication, with supervisors barking at and creating fear in their subordinates instead of guiding them. This could be an indicator of poor communication between the supervisors and employees. Negative feedback when correctly given with tact and sincerity can be one of the most effective tools for improving communication and overall performance.

4.4.8. Correlation of the relationship between Reward Processes and Performance of the Judiciary

The table below illustrates the relationship between performance management and performance the Judiciary.

Table 17: Correlation of the relationship between Reward Processes and Performance of the Judiciary

		Reward Processes	Performance
Reward Processes	Pearson Correlation	1	.564**
	Sig. (2-tailed)		.000
	N	103	103
Performance	Pearson Correlation	.564**	1
	Sig. (2-tailed)	.000	
	N	103	103

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

The R value of 0.564 indicates that there is a positive and statistically significant relationship between reward processes and performance of the Judiciary implying that a positive change in reward processes is likely to cause a positive change in performance of the Judiciary.

4.4.9. Regression Analysis of how Reward Processes affect Performance of the Judiciary

The table below shows the regression analysis between reward processes and performance of the Judiciary.

Table 18: Regression Analysis of Reward Processes and Performance of the Judiciary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.564 ^a	.318	.311	6.72666

a. Predictors: (Constant), Reward Processes

According to the above table the adjusted r value is 0.311 meaning that reward processes explain up to 31.1% of performance of the Judiciary. However, 68.9% of performance the Judiciary is explained by other unknown factors.

4.4.10. Responses on Performance of the Judiciary

The table below illustrates the responses on how respondents agreed, disagreed with or were not sure of statements on performance of the Judiciary.

Table 19: Responses to statements on performance of the Judiciary

Statements on performance of the Judiciary	A (5+4) (%)	NS (3) (%)	D (2+1) (%)	Mean
Consistency of rewards in the Judiciary encourage timely disposal of cases	38.8 (n=40)	8.7 (n=9)	52.4 (n=54)	3.36
Transparent recognition of employees' performance in the Judiciary encourages timely disposal of cases	39.2 (n=41)	11.7 (n=12)	48.5 (n=50)	3.05
Equity in the Judiciary reward process has led to effectiveness of service provided by staff	37.9 (n=39)	9.7 (n=10)	52.4 (n=54)	3.01
The existing recognition of employee efforts in the Judiciary encourages efficiency in their work	26.3 (n=27)	26.2 (n=27)	47.6 (n=49)	2.88
The current salaries encourage efficiency of Judiciary employees	35.9 (n=37)	13.6 (n=14)	50.4 (n=52)	2.99
The prevailing working conditions in the Judiciary have improved employee productivity	48.5 (n=40)	14.6 (n=15)	46.6 (n=48)	3.05
Carrying out interesting and challenging work encourages improved performance of staff of the Judiciary	48.5 (n=50)	20.4 (n=21)	31.1 (n=32)	3.46
Feedback on employee performance has enhanced productivity of Judiciary staff	21.4 (n=32)	23.3 (n=23)	56.3 (n=58)	2.61

Source: Primary Data

Key: A= Strongly Agreed (5) + Agree (4); NS=Not Sure (3); D=Disagreed (2) + Strongly Disagreed (1)

On whether consistency of rewards encouraged timely disposal of cases, a majority of 52% disagreed, 39% agreed and 9% were not sure. This could mean that the rewards are not fair

enough to encourage timely disposal of cases. This could partly be due to the fact that the Judiciary does not have a reward system in place as indicated by R11. The implication of this is that it would be difficult for the Judiciary to attract and retain qualified and committed individuals without a system that encourages and rewards employees to always stay focused on producing quality results in an efficient manner.

A majority of 52% disagreed that equity in the Judiciary reward process has led to effectiveness of service provided by staff, 38% agreed and 10% were not sure. R7 indicated that there is no equity since the judicial staff and administrative staff use different salary scales. While the salaries of judicial officers are exempt from tax, the salaries of non judicial staff are subjected to tax. Even when opportunities for training arise, judicial officers are given priority over the non judicial staff. The implication of perception of lack of equity is that an employee who perceives that his/her input is not equitably rewarded will tend to withhold their level of output in order to match what he/she perceives is adequate level of performance.

On whether the prevailing working conditions in the Judiciary have improved employee productivity, 48% agreed, 47% disagreed and 15% were not sure. Looking at the scores, it appears that those who perceived the prevailing working conditions had improved employee productivity were in about the same proportion as those who disagreed. This could mean that the prevailing working conditions could not be so bad after all since those who agreed were almost equal to those who disagreed. Those who were not sure could possibly have been shy to give

their views. R4 expressed that the working conditions may not be so good but it is that people have now adapted and so perform their duties diligently.

A majority of 49% respondents agreed that doing interesting and challenging work encouraged improved performance of staff in the Judiciary, 31% disagreed and 20% were not sure. This means that most of the employees have opportunity to do interesting and challenging work. Doing interesting and challenging work gives employees opportunity to make use of their talents which in turn motivates them to perform their duties better. R7 was of the view that doing challenging work forced people to scratch their heads and acquire new skills as well as expand their knowledge of the job.

On the question whether the prevailing working conditions have improved employees' productivity in the Judiciary, a majority of 49% disagreed, 47% agreed and 14% were not sure. Employees need a conducive working environment, both physical and emotional in form of supervision, communication, infrastructure, attitude, perception, etc. if they are to perform their duties to expected levels. R10 expressed that they were faced with harsh working environment in that the public does not understand the way the courts operate. If someone loses a case, they complain that the winning party has compromised the system. Working in such environment may lead to delay in decision making on the part of a judicial officer since he/she would take time contemplating that the losing party would accuse them of being compromised in the event that the case is ruled against them hence the delay in making judgments.

4.4.11. Correlation of the relationship between Reward Management and Performance of the Judiciary

The table below illustrates the relationship between reward management and performance of the Judiciary.

Table 20: Correlation between reward management and performance of the Judiciary

		Reward Management	Performance
Reward Management	Pearson Correlation	1	.605**
	Sig. (2-tailed)		.000
	N	103	103
Performance	Pearson Correlation	.605**	1
	Sig. (2-tailed)	.000	
	N	103	103

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

The R value of 0.605 indicates that there is a positive and statistically significant relationship between reward management and performance of the Uganda Judiciary. This means when there are favorable reward policies in place, fair mix of total reward in terms of intrinsic and extrinsic rewards and performance is positively managed by planning, measuring, appraising and giving feedback on performance, employee performance will tend to improve. A positive change in reward management is therefore likely to cause a positive change in performance of the Judiciary. However, a negative change in reward management will also cause a negative change in performance.

4.4.12. Regression Analysis of how Reward Management affects Performance of the Judiciary

The table below shows the regression analysis between reward management and performance of the Judiciary.

Table 21: Regression Analysis of Reward Management and Performance of the Judiciary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.605 ^a	.366	.359	6.48634

a. Predictors: (Constant), Reward Management

According to the above table the adjusted r value is 0.359 meaning that reward management explains up to 36% of performance of the Ugandan Judiciary. However, 64% of performance of the Judiciary is explained by other unknown factors which could be organizational structure, educational levels, skills and knowledge, character traits, ability, among others.

CHAPTER FIVE

SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

This chapter summarizes and discusses the findings and also provides the conclusion and recommendations on the study of reward management and performance of the Ugandan Judiciary. The study was carried out on how reward management affects performance of the Ugandan Judiciary using a case study of the High Court at Kampala, with a sample of 131 respondents. Of the 131 questionnaires distributed, 103 were returned, 12 respondents participated in the interviews, giving a response rate of 88%. The findings are summarized and discussed objective by objective in the following sections.

5.2. Summary of Findings

5.2.1. The Effects of Reward Policies on Performance of the Judiciary

The findings on how reward policies affect performance of the Judiciary indicate that the Judiciary does not have a reward policy in place. However, there was concern about the disparities in pay levels among employees of the Judiciary, that is, the judicial and non-judicial staff; comparison of earning of judicial officers on the bench and their counterparts in private practice; unequal opportunities in terms of training and promotional opportunities coupled with lack of proper communication between employees and their supervisors. A correlation of the relationship between reward policies and performance of employees of the Judiciary at High

Court, Kampala indicated a positive and statistically significant relationship of 61.6% between reward policies and performance and regression analysis indicated that reward policies explained up to 37.3% of performance of the Judiciary.

5.2.2. The Effects of Total Reward on Performance of the Judiciary

The findings on how total reward affects performance of the Judiciary indicate that the Judiciary does not have a reward system in place. However, there was concern by employees of lack of recognition of their work by their superiors whereby instead of giving guidance, they focus on mistakes, which rather leads to loss of morale hence lowering levels of performance. There was also concern for poor pay in terms of salary and allowances; harsh working environment probably due to a hierarchical structure, nature of court work and physical environment; and non-participation in decision making. A correlation of the relationship between total reward and performance of the Judiciary at High Court, Kampala indicated a positive relationship of 32.6% between total reward and performance and a regression analysis indicates that total reward explains up to 9.8% of performance of the Judiciary.

5.2.3. The Effects of Reward Processes on Performance of the Judiciary

The findings show that the Judiciary does not have a system in place for assessing performance of the Judges but uses the appraisal system in place for other categories of staff like registrars, magistrates and administrative support staff, which system was not properly understood and adhered to. However, the supervisors helped their subordinates to plan their work and also discussed work with them. But there was concern that some supervisors allocated work without making follow up on performance. A correlation of the relationship between reward processes

and performance of the Judiciary indicated a positive and statistically significant relationship of 56% between reward processes and performance and a regression analysis indicates that reward processes explain up to 32% of performance of the Judiciary.

5.2.4. The Relationship between Reward Management and Performance of the Judiciary

A correlation of the relationship between reward management and performance of the Judiciary indicated a positive and statistically significant relationship of 61% with a regression analysis indicating that reward management explains up to 36% of performance of the Uganda Judiciary.

5.3. Discussion

This section discusses the findings on how reward management affects performance of the Judiciary. The discussion is done objective by objective.

5.3.1. Reward Policies and Performance of the Judiciary

The findings indicate that the Judiciary does not have a reward system in place and therefore no policy that deals with rewards. Armstrong (2006) opines that rewards are used by most of organizations as a tool for employee motivation that which in turn leads to improved performance. Stumpt et. al (2013) contend that reward policies should be carefully thought out and closely related to the organizational and employee needs. However in the absence of a system and policy in place this becomes difficult.

The findings also indicate that the judicial officers compare their pay to those of other judicial officers in other countries, to the amount of money lawyers receive in form of costs and also to

what other institutions like parliament and other government institutions pay their staff indicative of lack of satisfaction which is a major cause for poor performance. Employees of the Judiciary, specifically the legal professionals are drawn from among senior lawyers either in private practice or state lawyers who could have gone to same law schools, may have practiced law together at some point in time. Therefore, when a private practicing lawyer appears before a judicial officer and the judicial officer awards costs higher than his monthly salary, there is a tendency of getting to compare which leads loss of morale on the part of a judicial officer hence distracting their concentration and lowering their levels of performance. According to Niki, Nili, and Nilipour (2012) when rewards are not equitably allocated to a team, it can lead to reduced performance. According Nel et. al. (2003) employees expect rewards that are not only equitable to their own inputs, but also equitable to the rewards that other employees with similar inputs receive. If employees experience inequity, they direct their behaviour towards creating equity. Creating equity in this context can mean a lot to the image and performance of an organization like the Judiciary. It can range from soliciting for bribes, absenteeism to lack of concentration and delay in disposal of cases.

The non judicial staff complained of lack of equity in the apportionment of training as well as lack of consistency of allowances. Stumpt et. al (2013) contend that reward policies should be carefully thought out and closely related to the organizational and employee needs. Mujtaba and Shuib (2010:117) note that, “While it is important to treat everyone consistently because everyone has the same right, it is even more important to remember that people have different needs and the journey toward fulfilling those specific needs are the key motivating factors.” Much as it is important to give uniform rewards to a group of employees, we cannot run away from the fact that what motivates one person may not motivate another. Therefore, reward

policies should be flexible to address the various aspects of individual needs in order to motivate and harness positive outcomes.

The findings indicate lack of equitable training opportunities. Training provides a means of growth and development that expands their knowledge and skills. Since the need to achieve applies to all people in all jobs, people feel rewarded and motivated if they are provided with such opportunity. Even a watchman at the entrance requires some sort of training in the manner in which the organization receives visitors since they could be the first person people entering the premises could come into contact with. According to Armstrong (2007), many people regard training as a key element in the overall reward package. Training also provides opportunity to employees to interact with other people. If organized away from the workplace, it exposes as well as refreshes their minds from the work environment.

The findings also indicate that there was lack of equal opportunities for promotion implying that employees had to wait too long to get promoted hence a possibility of getting frustrated which thus would affect their levels of performance. Zajc and Kovac (2011) note that promotion prospects, leaving a legacy, gaining respect in society are powerful mechanisms to improve judicial performance. Promotion from within is also consistent with an effort to develop core competences among employees and encourages greater employee commitment. By offering promotional opportunities it is possible for an organization to embark on growing new management from their own ranks by encouraging staff to become leaders, filling positions with internal talent and promoting from within. This creates a sense of belonging where employees feel part of and would love to identify with the organization they have served and grown in. It should however, be properly implemented to avoid a reflection of an entitlement culture.

The findings also indicate that there was lack of transparency and poor communication between supervisors and employees. Perception of lack of transparency erodes employees' confidence and loyalty to the organization. Berggren and Bernshteyn (2007) opine that organizational transparency inhibits openness and comfort within which employees are able to express frustration with the organization's inability to execute strategy and make critical decisions. Communication is an important aspect in the reward relationship. When employees perceive there is lack of fairness or that there is unequal distribution of rewards, they develop a feeling of frustration and may reduce on their levels of performance. It is only through clear lines of communication that such doubts can be cleared. It also exhibits a culture of transparency. It is also important to sensitize line managers on existing policies and also to communicate the policies to the employees. This also makes implementation of the existing policies on the part of management and adherence on the part of employees, easier.

5.3.2. Total Reward and Performance of the Judiciary

The findings indicate that the Judiciary does not have a reward system in place. It is therefore, not surprising that the findings indicate that the employees expressed that they did not receive recognition. According to Mine (2007) people want to feel that the recognition they receive is sincere, genuine and personal. They need to understand clearly why they are being recognized; they prefer the reward or recognition to be given by someone who means something to them and they want it to be timely. Zajc and Kovac (2011) also contend that recognition is a powerful motivator that enables people to know how well they have achieved their objectives and also that their achievements are appreciated. When people feel that their efforts are recognised and their

work makes a difference, they are likely to go an extra mile in performing their duties. Merely saying “thank you” to an employee who has successfully accomplished an assignment makes a big difference in their level of performance. Going even further and publicly praising a high performing employee would make a greater difference since other employees would be motivated to increase their efforts to receive such recognition. When you tell your little kindergarten going toddler that he/she is the “best in drawing” he/she will make an extra effort to impress you by improving on their drawing skills. This is an indication that when we recognise the contribution of others, it reinforces the kind of behaviour we want to see in them.

Recognising long service is an important aspect in cultivating a culture of belonging and loyalty to the organization which are very vital in reinforcing good performance of employees. Recognising long service demonstrates that the organization is a good place to work and in and where employees see a future. Therefore, they are restrained from looking elsewhere for their future which would otherwise distract their attention from their jobs.

The findings indicated that a majority of the staff expressed that their work environment was not conducive. This was partly due to the hierarchical and bureaucratic nature of the court environment, physical work environment and nature of judicial work. According to Chandrasekar (2011) the work environment affects employee moral and productivity both positively and negatively. People who work in poorly designed offices, with unsuitable furniture, poor ventilation, inappropriate lighting, excessive noise, insufficient safety measures, among others, are prone to occupational diseases and this impacts on their performance. He also contends that an environment made up of a group of people brings along different habits differences of opinion and different modes of expression. It is, therefore important that

management establishes clear guidelines for work responsibilities in order to maintain harmony. The kind of relationship that exist between the organization and its employees, especially their work environment, affects their error rate, interpersonal relationships and their level of performance. He recommends that management should therefore ensure that the physical work environment is conducive for employees, and at the same time alter the management style to suit the employees. Balunywa (2000) says that an hierarchial organizational structure is inflexiblae and prevents new ideas from coming up and consequently hinders innovation and change. He recommends a flexible structure that encourages good ideas, where opinions are exchanged and facilitates change.

Dartey-Baah & Amoako (2011) reason that African organisations emphasise bureacratic practices that are reliant on rules and regulations that employees are supposed to obey without questioning or offering constructive criticism, which environment alienates the employees from both their jobs and the organisation, compelling them to direct their behavior towards meeting their personal needs instead of organisational needs. A participative leadership style where management trusts and has complete confidence in the employees creates a good relationship and communication flow between management and the employees and enables employees to have a say in decisions that affect them. It makes it possible to receive views on employee frustrations and/or areas which need strengthening.

The findings also indicate that the Judiciary did not provide chance for employees to do interesting work. Laakso (2012) emphasizes that job enrichment in form of challenging work assignments can provide employees with opportunities to develop new skills, expand their

knowledge and increase their visibility within the organization. It also enables employees to exploit their potentials to increase on their level of productivity and improve their performance.

There was concern of low pay by both the judicial and non judicial staff. On the other hand there is general perception that judicial officers have more favorable terms and are better paid and yet they complain of poor pay. This confirms Herzberg's theory that hygiene factors such as pay do not motivate but their absence causes employees to complain and that financial rewards are taken for granted and do not necessarily act as motivators. An example is where Judges are accorded special status in society, driven in chauffeured vehicles, exempt from taxes, etc. Despite all these privileges, Judges still complain of low pay and poor working conditions. This also confirms the fact that before the hygiene factors are met the motivators cannot satisfy. It is therefore important for management to ensure that salaries are consistent with economic conditions to enable salary earners cope within society. If an employee is unable to cope with the salary he/she receives, then he/she may be compelled to look elsewhere for alternative means of earning. This in turn would shift their concentration from their job and in effect translate into poor performance.

It is after all the extrinsic factors like good work environment, good salary, good rules and regulations, and proper supervision are in place that intrinsic factors like recognition, job enrichment, growth and development, can be introduced in the employee's job.

5.3.3. Reward Processes and Performance of the Judiciary

According to the findings, the Judiciary did not have a system in place for assessing performance of the Judges. However, supervisors helped their subordinates to plan their work and also

discussed work with them. But there was concern that some supervisors allocated work without making follow up on performance. The findings also indicate that the appraisal system in place for the other employees was not properly understood and adhered to; and that the manner in which feedback was given was not appropriate.

According to Armstrong (2006) reward processes include performance management as a tool used to assess individual performance in order that appropriate rewards are given. Mujtaba (2008) asserts that performance management is a way of measuring and making sure that the activities everyone in the organization are aligned with the overall shared mission, vision and goals of the organization. A performance management system should clearly explain the meaning of performance, how it is measured, as well as provides timely feedback to those responsible for accomplishment of tasks. Feedback enables employees to improve on their weak areas and build on their strengths. However, it should be presented in such a way that results in improved performance, better morale and improved productivity. Some managers are afraid to give timely feedback to low performers which could be the reason they perform poorly.

Standards and expectations are the destination to achieving organizational goals. According to Mujtaba and Shuaib (2010:118), “Without a destination, one can drive around for days without getting anywhere. With a proper destination one can eventually get there even if they have to stop and ask for directions.” Managers should not shun giving responsibilities to employees they deem to be low performers. When one is faced with a challenging task there will always be a way out to see that it is accomplished and once the employee completes such a task, they will gain confidence in themselves and improve on performance. It is therefore important to clarify and communicate standards and expectations to the employees regularly.

Armstrong (2006) posits that performance appraisal has been discredited because too often it has been a top-down and largely bureaucratic system own by the Human Resource Department rather than the line managers. He asserts that performance appraisal is backward looking and concentrates on what went wrong than looking forward to the future development needs and therefore managers have frequently rejected it as time consuming and irrelevant.

Berggren and Bernshteyn (2007) posit that recognizing individuals for strong performance has a significant effect on increasing employee performance. However, according to (Mine, 2007) performance is frequently gauged from subjective opinions provided by supervisors and this subjectivity opens the door to favoritism where evaluators use their power to reward preferred subordinates beyond their true performance. Favoritism causes organizations to use bureaucratic rules in pay and promotion decisions.

Burney et. al (2009) opine that “tying the reward structure directly to a strategic performance measurement system increases the feeling of fairness employees have toward the reward system”. When employees feel that a certain level of their performance is being rewarded, they will tend to put more effort in that area. Since human beings are complex in nature it is good practice to explore the different areas of the employees’ jobs to identify strong areas to be rewarded accordingly and the weaker areas to be positively reinforced through strategies like training and/or counseling to give the employees a sense of belonging. Also, non-financial awards like certificates, letters of recognition of performance, which are much cheaper than financial rewards, could be given to high performers. These are less expensive gestures that

create lasting impressions on the employees rather than giving money which is soon forgotten after it is spent. Above all honest feedback is the best strategy.

5.4. Conclusion

The objectives of this study were to examine the extent to which reward policies affect performance of the Judiciary; to find out how total reward affects performance of the Judiciary and; to establish how reward processes affect performance of the Judiciary. The objectives of this study were met. The conclusions are made objective by objective as indicated below:

5.4.1. What are the Effects of Reward Policies on Performance of the Ugandan Judiciary

The findings indicate that the Judiciary did not have a reward policy. It is important for organizations to have reward policies that take into account the different aspects of the employees' jobs, individual needs, market rates based on the principles of consistency and transparency. It is also important that employees perceive the rewards to be fair and equitable since employees will always tend to compare the rewards they receive with what others in similar jobs receive and when there appears to be a disparity, then they will complain and lose morale in their work, which negatively affects their levels of performance. There should also be a fair amount of transparency and consistency in the rewarding process.

5.4.2. What are the Effects of Total Reward on Performance of the Ugandan Judiciary

The findings also indicate that the Judiciary did not have a reward system to provide rewards to its employees and that other than the quest for financial rewards employees want recognition of

their work, need a conducive working environment and want to participate in decisions that affect them in order to feel that they are part of the organization. This motivates them to increase their level of performance. Much as people need money, it is not a motivator per se. It is therefore important that extrinsic factors should be met before management considers intrinsic factors in rewarding employees.

5.4.3. What are the Effects of Reward Processes on Performance of the Ugandan Judiciary

The findings indicate that the Judiciary did not have a system to assessing the Judges' performance. And that the appraisal system in place was not properly understood and adhered to. Armstrong (2006) asserts that reward processes include performance management as a tool that enables management to plan, measure, monitor and give feedback of employee performance. Without such a tool in place an organization would be like "a ship without radar". As such rewards need to be tied to a performance management programme that encompasses the mission, vision and goals of the organization. There should be clear standards and expectations on performance. Planning and discussing work with subordinates by the supervisors is not adequate without proper follow up on their levels of performance and giving proper and honest feedback as well as appropriately rewarding good performance.

5.5. Recommendations

From the findings and conclusions of the study recommendations are drawn as shown below:

5.5.1. Reward Policies and Performance of the Ugandan Judiciary

The Judiciary should set up a reward policy based on the principles of equity, consistency and transparency taking into consideration market rates. It should also ensure a certain level of uniformity in the manner in which employees are remunerated to avoid situations where employees compare their earnings with others and find a huge disparity.

5.5.2. Total Reward and Performance of the Ugandan Judiciary

The Judiciary should set up a reward strategy where employees are recognized by both financial and non-financial means. This can be in form of awards given to top performers at end of year parties, scholarships, trips or holidays. The strategy adopted should be flexible to individual and group needs and also avoid instances where people manipulate the system in order to get rewards where they are not due.

5.5.3. Reward Processes and Performance of the Ugandan Judiciary

The Judiciary should set up a performance management mechanism, as one of the reward processes, that clarifies standards and expectations in line with the vision, mission and objectives of the organization. The strategy should also be one that encourages line managers to focus on results rather than other measures of performance. This should be communicated to all line managers as well as employees for easy implementation, to enable management hold people responsible for results and take clear decisive measures on non-performers by always focusing on the achievement of results, maintaining clear accountability for performance and rewarding good performance appropriately.

5.6. Contributions of the study

The study contributes to the body of knowledge that extrinsic rewards act as a foundation upon which to build employees' motivation before intrinsic rewards are introduced. However, even if the extrinsic and intrinsic factors are met but employees perceive some element of inequity, inconsistency and lack of transparency, still employees will lose morale which in effect negatively affects their performance.

5.7. Limitations to the study

The study received a response rate of 88% due to the fact that most of the respondents had tight schedules hence did not have time to contribute to the study questions.

The study was also conducted at the High Court in Kampala which is an urban setting. It is not certain if a study conducted upcountry could yield the same results since the conditions of work and the environment is different. Moreover, most staff at the High Court are administrators since it is the administrative headquarters of the Judiciary.

The study also used correlation and regression analyses which are statistical measures and therefore is it hard to ascertain whether the findings can be generalized in an ideal experimental situation.

There could have been inadequacies in the research instruments due to the inexperience of the researcher in the research process.

5.7. Areas for further research

The regression analysis between reward management and performance of the Uganda Judiciary indicates that reward management explains up to 36% of performance and that 64% of performance of the Judiciary is explained by other unknown factors. Further research could be carried out to explore the other factors that explain performance of the Uganda Judiciary.

The study adopted a case study design where the results are generalized to the Judiciary as a whole. Another research design such as a longitudinal study could be carried out to see if it yields the same results. Following up the process of case disposal goes through several stages from when a case is registered to when a ruling or sentence is given. Such a scenario would call for a longitudinal study. Using correlation also provides no evidence of the direction of the relationships between reward management and performance of the Judiciary. One possible solution is to identify the causality for future research is to perform a longitudinal study.

The study was conducted among employees of the Judiciary including both judicial and non-judicial staff. A similar study could be conducted with only judicial staff or only with non-judicial staff since the two categories of staff have different duties. While the judicial officers directly preside over cases, the non-judicial staff only provide administrative support services and have no knowledge of case adjudication.

The study used reward policies, total reward and reward processes as dimensions of reward management. Other studies could be carried out including other dimensions of reward management other than the above.

The study was conducted in the Judiciary which is a public organization. Similar studies could be conducted in private organizations to assess if they could come up with the same findings.

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APPENDICES

Appendix 1: Questionnaire for Respondents

SECTION 1: INTRODUCTION

Dear Respondent,

I am a student of Uganda Management Institute (UMI), Kampala currently pursuing a Masters Degree in Management Studies specializing in Public Administration and Management. I am carrying out a Study on **Reward Management and Performance of the Uganda Judiciary.**

You have been identified as the suitable respondent for the study to provide your views on the study. The information will be kept and treated with utmost confidentiality and will only be used for purposes of this study, so feel free and answer diligently to enable us achieve the objectives of this study.

Thank you in advance for your valuable time and effort in filling this questionnaire.

SECTION 2: BACKGROUND INFORMATION

Please tick the most suitable answer.

(a) Respondent

1. Age of the respondent (Years)

- a) 20 - 29
- b) 30 - 39
- c) 40 - 49
- d) 50 - 59
- e) 60 - 69
- f) 70 - and above

2. Gender of respondent

- a) Male
- b) Female

3. Religion of respondent

- a) Islam
- b) Catholic
- c) Protestant
- d) Seventh day
- e) Orthodox
- f) Others Specify.....

4. Level of Education

- a) Diploma
- b) Graduate
- c) Post Graduate
- d) Masters
- e) PhD
- f) Others Specify.....

5. Staff Category

- a) Judicial staff
- b) Non-judicial

6. Period in Public Service (Years)

- a) 0 - 5
- b) 6 - 10
- c) 11 - 15
- d) 16 - 20
- e) 21 - and above

7. Terms of Employment

- a) Probation
- b) Permanent
- c) Contract

SECTION 3: REWARD MANAGEMENT

Instructions

Please use the key below indicate the extent to which you agree or disagree with the following factors of reward management.

Please use the key below to indicate your opinion on each of the questions:

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

S/No.	Variable	5	4	3	2	1
Reward policies						
1.	The salary I receive is commensurate to my work	5	4	3	2	1
2.	My allowances are worth my input to my job	5	4	3	2	1
3.	I get equitable training opportunities like others at my rank	5	4	3	2	1
4.	Equal opportunities for promotions are given to all staff	5	4	3	2	1
5.	Pay in the Judiciary is good compared to other organizations	5	4	3	2	1
6.	The Judiciary recognition program is good compared to other organizations	5	4	3	2	1
7.	The Judiciary offers better training opportunities compared to other organizations	5	4	3	2	1
8.	The Judiciary recognition of employees is done in a transparent way	5	4	3	2	1
Total reward						
9.	I receive recognition for the work I do	5	4	3	2	1
10.	I have a chance to do interesting work	5	4	3	2	1
11.	I have the freedom to use my own judgment	5	4	3	2	1
12.	My salary is satisfactory in relation to what I do.	5	4	3	2	1
13.	The basis for payment of allowance is reasonable.	5	4	3	2	1
14.	The existing work environment is conducive to my work	5	4	3	2	1

S/No.	Variable	5	4	3	2	1
15.	My working hours are reasonable	5	4	3	2	1
16.	My Supervisor allows participative decision making.	5	4	3	2	1
Reward Processes						
17.	My supervisor helps me plan my work	5	4	3	2	1
18.	I always discuss my work with my supervisors	5	4	3	2	1
19.	I am aware of what the organization expects from me	5	4	3	2	1
20.	I understand the appraisal system used in my organization	5	4	3	2	1
21.	I have ever been promoted on the basis of my performance	5	4	3	2	1
22.	My supervisor informs me that I am making good progress in my work	5	4	3	2	1
23.	I have ever been trained in an area where I found difficulty in my work	5	4	3	2	1
24.	My supervisor gives me feedback on my work	5	4	3	2	1

SECTION 4: PERFORMANCE OF THE JUDICIARY

S/No.	Scale	5	4	3	2	1
Performance of the Judiciary						
25.	Consistency of rewards in the Judiciary encourage timely disposal of cases.	5	4	3	2	1
26.	Transparent recognition of employees' performance in the Judiciary encourages timely disposal of cases	5	4	3	2	1
27.	Equity in the Judiciary reward process has led to effectiveness of service provided by staff	5	4	3	2	1
28.	The existing recognition of employee efforts in the Judiciary encourages efficiency in their work	5	4	3	2	1
29.	The current salaries encourages efficiency of Judiciary employees	5	4	3	2	1
30.	The prevailing working conditions in the Judiciary have improved employee productivity	5	4	3	2	1

S/No.	Scale	5	4	3	2	1
31.	Carrying out interesting, challenging work encourages improved performance of staff of the Judiciary	5	4	3	2	1
32.	Feedback on employee performance has enhanced productivity of Judiciary staff	5	4	3	2	1

I again wish to remind you that your views will be kept and treated with utmost confidentiality.

Thank you for your participation and cooperation.

Appendix 2: Interview Guide

TOPIC: REWARD MANAGEMENT AND PERFORMANCE OF THE UGANDAN JUDICIARY

Part One

To examine the extent to which reward policies affect performance of the Ugandan Judiciary.

- i. What are the rewards available in the Judiciary?
- ii. Do you think the rewards given to the staff are worth the work they do (consistency)?
- iii. Are the rewards available to staff of the Judiciary proportionate to those of other organizations (market rate analysis)?
- iv. Are the rewards, for example salary you earn equitable to efforts you input into an activity or job you do?
- v. Are equitable opportunities for training available to all staff in the Judiciary?
- vi. Do you think there is transparency in the way promotions are done?

Part Two

To find out how total reward (financial and non-financial) affects performance of the Ugandan Judiciary.

- i. Briefly comment on your current salary compared to your work schedule.
- ii. Do you achieve individual satisfaction when doing your job?

- iii. Do you receive praise for a job well done from your superiors?
- iv. Do you have opportunity to schedule your work and do it at your own pace?
- v. Is the environment in which you work conducive for carrying out your work?

Part Three

To establish how reward processes affect performance of the Ugandan Judiciary.

- i. Do you plan your work with your supervisor?
- ii. How is performance measured in the Judiciary?
- iii. Do you regularly discuss your performance with your supervisor?
- iv. Is there a means of obtaining positive feedback on your work performance?

Appendix 3: Research work plan													
TASK	26 AUG- OCT 2012	21-25 OCT 2012	26 OCT 2012	31 OCT 2012	JAN 2013	FEB 2013	MAR 2013	APR 2013	MAY 2013	JUN 2013	JUL 2012		
RESEARCH PROPOSAL	<i>26 days</i>												
Proposal writing	█												
Presentation of proposal		█											
Incorporation of comments		█	█										
Approval of proposal		█	█										
DATA COLLECTION					<i>60 days</i>								
Testing of instruments					█								
Data collection					█								
REPORT WRITING							<i>90 days</i>						
Data analysis							█						
Report writing							█						
Submission of report and approval							█						
Supervisors' comments							█						
Viva							█			<i>30 days</i>			
Incorporation of comments from viva										█		<i>30 days</i>	
Submission of final report												█	

Appendix 4: Table for Determining Sample Size (S) from a Given Population (N)

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

Note: From R.V. Krejcie and D. Morgan (1970), Determining Sample size for Research Activities

Appendix 5: Results of the Pre-Test of Instrument

1. Reliability of the Instrument

Reliability Statistics

Items	Cronbach's Alpha Based on Standardized Items	N of Items
Reward policies	.793	8
Total reward	.918	8
Reward processes	.583	8
Performance of the Judiciary	.858	8
Total average	.788	32

2. Correlation and regression analyses

Correlation of Reward policies and performance of the Judiciary

		Reward Policies	Performance of the Judiciary
Reward Policies	Pearson Correlation	1	.591
	Sig. (2-tailed)		.093
	N	9	9
Performance of the Judiciary	Pearson Correlation	.591	1
	Sig. (2-tailed)	.093	
	N	9	9

Regression analysis of reward policies and performance of the Judiciary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.591 ^a	.350	.257	7.37505

a. Predictors: (Constant), Reward Policies

Correlation of the relationship between total reward and performance of the Judiciary

		Total Reward	Performance of the Judiciary
Total Reward	Pearson Correlation	1	.802**
	Sig. (2-tailed)		.009
	N	9	9
Performance of the Judiciary	Pearson Correlation	.802**	1
	Sig. (2-tailed)	.009	
	N	9	9

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

Regression analysis of total reward and performance of the Judiciary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.802 ^a	.643	.592	5.46637

a. Predictors: (Constant), Total Reward

Correlation of the relationship between reward processes and performance of the Judiciary

		Reward Processes	Performance of the Judiciary
Reward Processes	Pearson Correlation	1	.599
	Sig. (2-tailed)		.088
	N	9	9
Performance of the Judiciary	Pearson Correlation	.599	1
	Sig. (2-tailed)	.088	
	N	9	9

Regression analysis of Reward Processes and performance of the Judiciary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.599 ^a	.359	.267	7.32426

a. Predictors: (Constant), Reward Processes

Correlation of reward management and performance of the Judiciary

		Reward Management	Performance of the Judiciary
Reward Management	Pearson Correlation	1	.739*
	Sig. (2-tailed)		.023
	N	9	9
Performance of the Judiciary	Pearson Correlation	.739*	1
	Sig. (2-tailed)	.023	
	N	9	9

*. Correlation is significant at the 0.05 level (2-tailed).

Regression analysis of reward management and performance of the Judiciary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.739 ^a	.547	.482	6.15781

a. Predictors: (Constant), Reward Management

